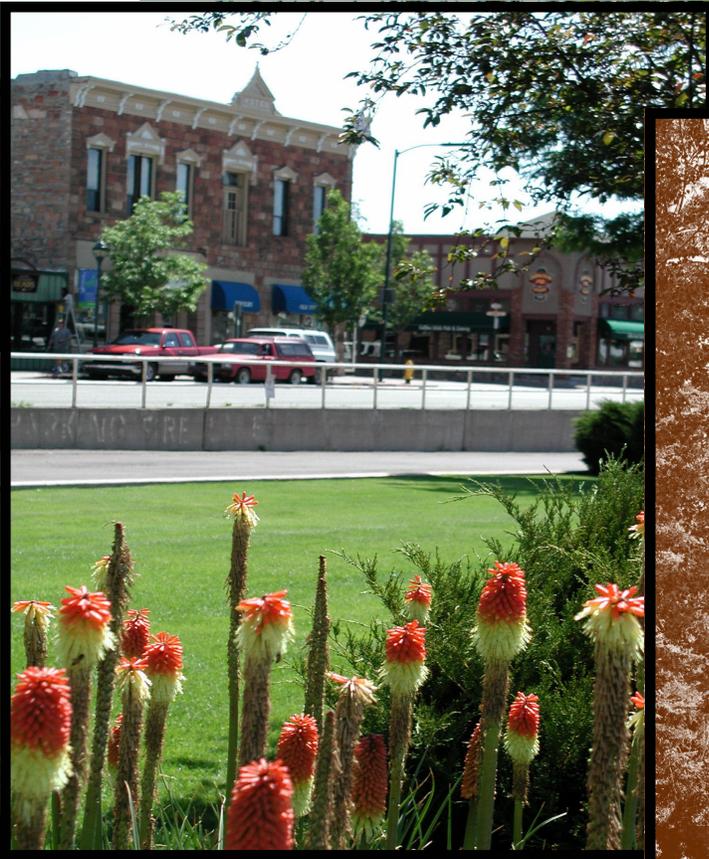


FLAGSTAFF ARIZONA

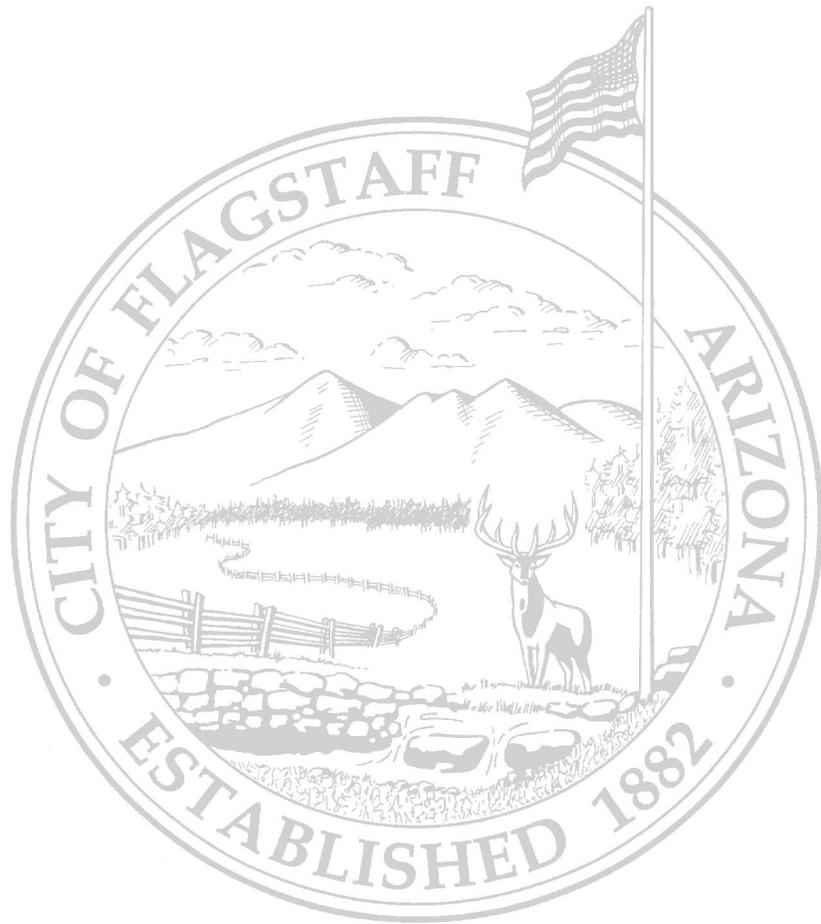
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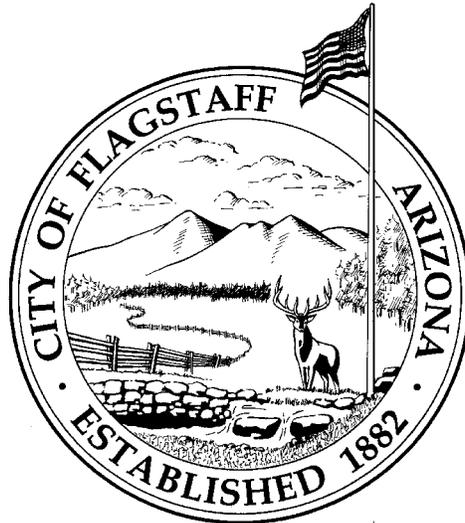
2003-2004

Annual Budget & Financial Plan

City of Flagstaff, Arizona



**ANNUAL BUDGET AND FINANCIAL PLAN
OF THE
CITY OF FLAGSTAFF, ARIZONA
FISCAL YEAR 2003-2004**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**City of Flagstaff
Arizona**

For the Fiscal Year Beginning
July 1, 2002

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Presentation Award to the City of Flagstaff, Arizona for its annual budget for the fiscal year beginning July 1, 2002. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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USERS GUIDE

The budget document serves a myriad of purposes. Most important is its use as a communications device. The budget presents the public an opportunity to review the types of services and level of service provided within the financial constraints of the community. The allocation of financial resources translates into what services will be provided to the community. As community needs and demands for service change, the allocation of resources should respond accordingly. Therefore, this document attempts to communicate financial information to allow for informed citizenry.

Transmittal - The City Manager's message and Budget Summary provides readers with a synopsis of the resource allocation priorities established by the City Council for fiscal year 2004.

Budget Overview - The *overview* provides an overview of the key policy issues, priorities and strategies which shaped the fiscal year 2004 budget, the budget process fiscal policies, revenue assumptions, and expenditure highlights.

Issues and Updates - Excerpts from the Council Review and Discussion Book used during the two weeks of study sessions discuss specific Council decision/directions impacting the prior and current fiscal year budgets.

Financial Summaries - The *schedules* consolidate the major financial information and operating data elements. Several schedules also serve to meet state statutory reporting requirements. The *expenditure summaries* are used primarily for operational purposes, e.g., monitoring expenditures at a fund level and at a category level, and maintaining accountability at a department level, with managers accountable at the cost center level.

Department Detail - Each operating *Division Summary* provides a description, goals and objectives, major accomplishments of fiscal year 2003, performance indicators, expenditure history and budget, commentary on significant changes, and sources of funding.

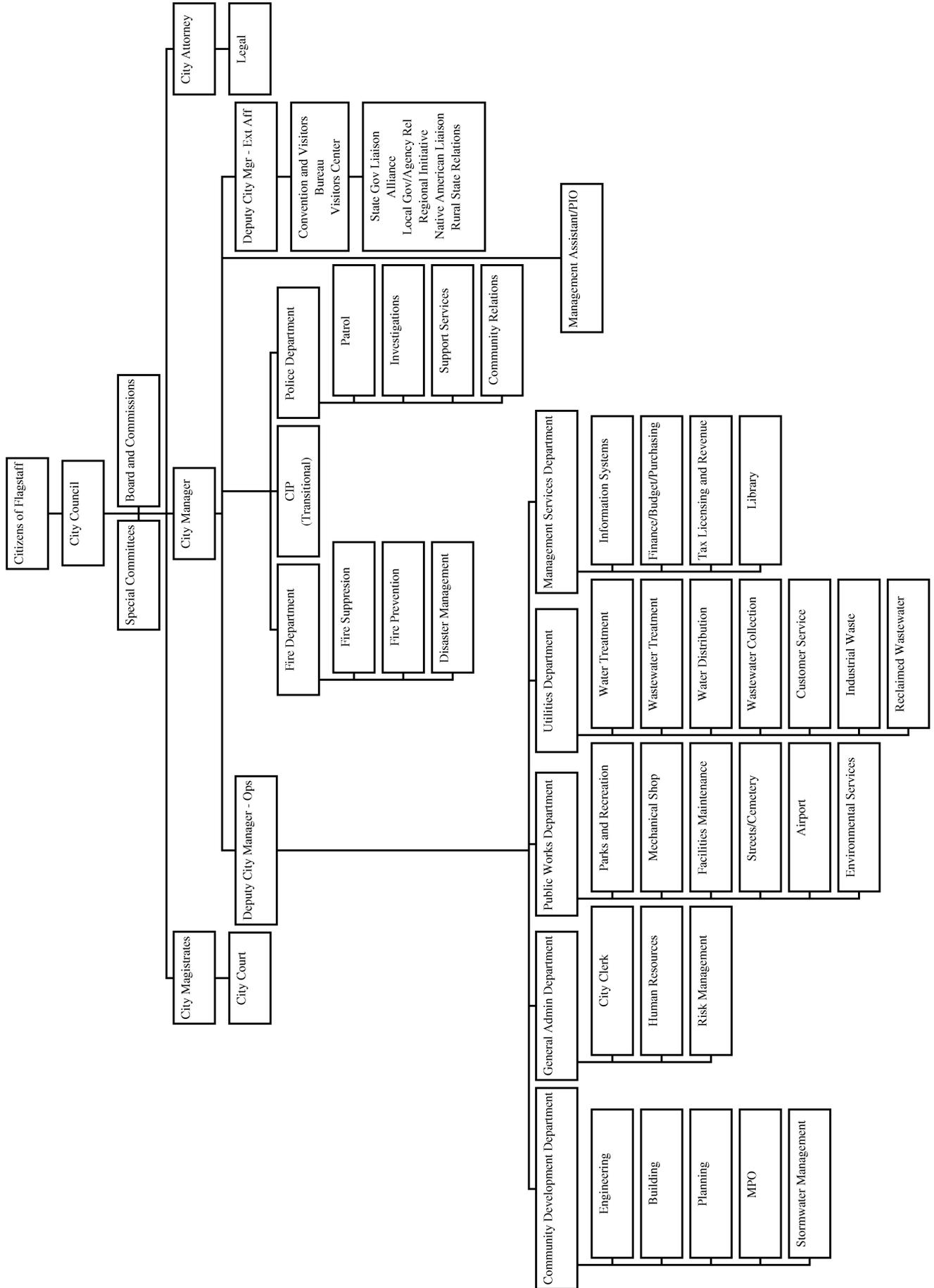
Capital Improvements - The current year portion of the five-year *capital improvement program* is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

Community Profile - The *profile* provides background information so that the budget can be viewed in the context of the factors that shape and affect budget decisions, priorities, and financial parameters within which the community operates. Also provided are select statistical tables providing historical trend information on tax rates, expenditures, and assessed valuations of property.

Appendix - In the *appendices* the user will find a glossary of budget terminology, ordinances/resolutions adopting the levies and budget, a summary of authorized personnel/positions by department, the city pay plan, and a summary of the cost allocation basis. Please.

For additional information, please call the Finance and Budget Office directly at (928) 774-5281 extension 7323. This budget document may also be viewed on the City of Flagstaff website, www.flagstaff.az.gov, in Adobe Acrobat format.

City of Flagstaff



City Council



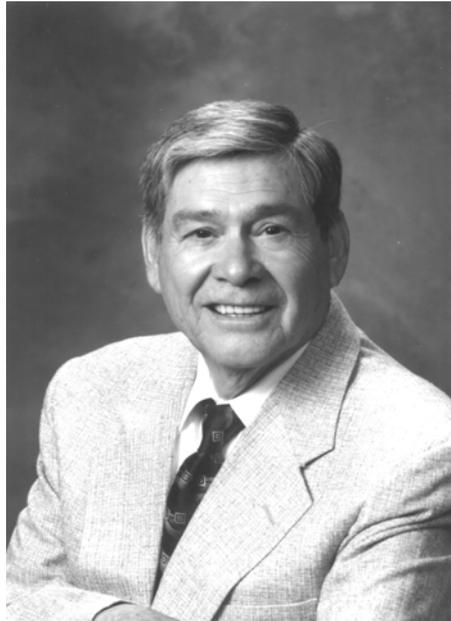
Mayor Joseph C. Donaldson

The Council was faced with a “rude awakening” this budget year, forcing us to direct the City Manager to scrutinize the development of the budget even more closely. One of the City’s revenue sources, “State Shared Revenue,” was cut drastically because of a downturn in State revenue receipts and the City’s decreased population based on the last census. Add to this a program cost shift from the Federal Government to the State, lack of local economic growth and increased City operational costs; the City Manager and staff had their work cut out to achieve a conservative and “balanced” budget.

Working as a team with the City Manager and staff, the Council was able to accept and adopt a budget that made good fiscal sense for our community. The Council, in collaboration with the City Manager, was able to establish priorities and agree upon cost adjustments to bring spending in line with expected and projected revenues. Was the process difficult? Yes. The Council directed

the City Manager to eliminate underutilized programs and services although of importance to some users, and to evaluate and justify all anticipated spending. The City Manager was also directed to identify areas where revenue resources might be developed to fund provided services.

As Mayor of the City of Flagstaff, I am very pleased the City Council, City Manager and City staff can work as a team to face the financial challenges of providing a balanced budget during tough economic times.



Vice-Mayor Libby Silva

Thanks to all City for looking very hard at ways and means to balance their own budget. It’s really hard to balance a budget when the impacts of State budget shortfalls affect our City finances. Cuts in aid, funding and other support for City government are being made at the State level. The cuts from the State are not unexpected although you never know how bad the cuts are until you start working on the City budget. Some cuts had to be

made in our City budget, but nothing too drastic.

Parks & Recreation had to raise some fees and shorten hours of operation in some areas, however, I hope those changes won’t affect the community too much.

We will continue to provide the many programs and much needed services in our community. Sunnyside Redevelopment Phase II and III will continue with no interruptions. And, we very excited about the start of construction this year on the long awaited Fourth Street Overpass Project.



Councilmember Karen K. Cooper

Faced with decreased revenues and rising expenses, our 2003-04 City Budget reflects the need to adjust spending while meeting our ongoing priorities. (As a recent retiree, I’m familiar with this dilemma!)

Federal and State deficits, flat sales taxes, and our lower-than-expected census count have impacted our

City Council

income. In preparing the budget, departments were asked to carefully analyze ways to cut costs and reduce staffing in the coming year. Fees and service rates were adjusted and some purchases were delayed. While merit raises and benefits for employees were added, market salary adjustments were postponed. In these tough financial times, the City is financially sound and able to continue to provide a high level of service to its citizens without a property tax rate increase.



Councilmember Al White

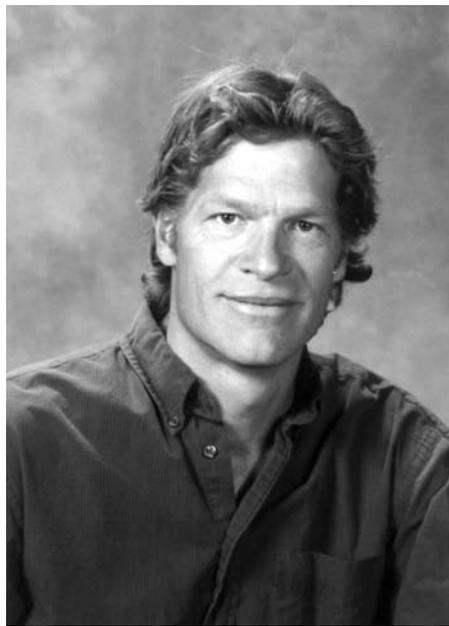
There is good news and bad news with this year's budget. The good news is that the City of Flagstaff is solvent with a balanced budget and money devoted to projects we hope will address the bad news.

The bad news is this: An over reliance on sales tax revenues, combined with increasing shortages in State Shared Revenues, has not produced General Fund operational money consistent with our growth rate; a growth rate lower than the valley or Tucson.

Our community reinvestment projects will help boost sales tax but not for some time. The hard choices to be made revolve around the question of service levels to be maintained and how best to pay for them. Cutting true waste and needed alternative revenue streams are all part of that discussion.

To compound things, our community has always looked ahead and many more projects are being considered in order to implement our regional plan. To this end, we are examining short term and long term needs for bonding.

It is important to get involved. I think the ultimate good news is that we are a city of caring people. I trust that when we work together we can determine our needs and our wants, put together a plan to get there, and come up with an equitable means to pay for it. It is time to give to Flagstaff, not take away from it.



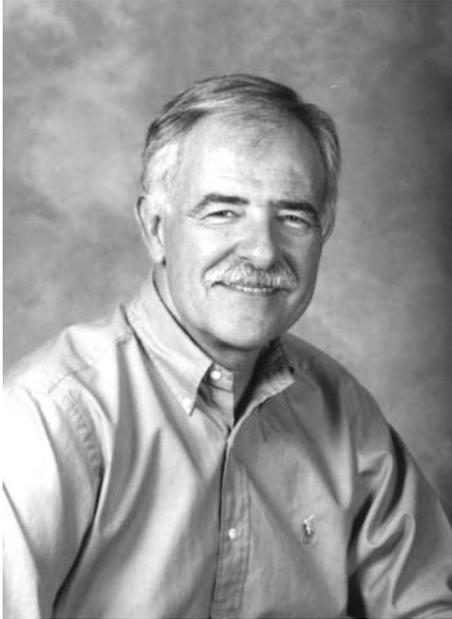
Councilmember Art Babbott

This has been a productive year on the City Council given the realities of revenue reductions at the Federal, State, and Local level. The Council continues to plan the future of Flagstaff based on the Regional Land Use and Transportation Plan that was approved by voters two years ago. This framework allows us to prioritize the "how and where" of growth so development is not sporadic, unplanned, and sprawl based. The Council also approved two significant mixed income housing developments, started the Fourth Street Overpass Project, reduced resource protection requirements for land appropriate for light manufacturing and technology business', dedicated new Parks and Recreation facilities, and created the Open Space Commission.

Some of my upcoming goals for this coming fiscal year include supporting the newly formed Neighborhood Associations in Plaza Vieja and the Southside; continuing our support to strengthen local efforts by the Sunnyside Neighborhood Association; advocating for a Meet and Confer Ordinance for employee groups; ensuring that any future Bond Election be fiscally responsible, keeping the Murdock Center open for Southside Residents and Parks and Recreation use, expanding the Flagstaff Urban Trail System (FUTS) and advocating that if employee reductions are necessary for the City, they come from all levels of City government.

Thanks to everyone in the City who has contributed their input and energy into making Flagstaff a great Community!

City Council



Councilmember Joseph Haughey

This year's Flagstaff City budget process has been both challenging and rewarding. As a Council, in cooperation with the City Manager and Department Heads, we discerned community priorities for the coming years. We maintained the basic services of Public Safety, Health and Welfare while balancing the anticipated revenues and expenses to provide a balanced budget. About 30 employees will be reduced in the City staff over the next two years through retirements and consolidation of tasks. This will allow us to provide services and operate without raising taxes recognizing there are other needs in the community.

We hope to address those other needs through a Bond Election next spring, looking ahead for years to come. In the meantime, rest assured that you have dedicated, concerned City employees providing necessary services to the Citizens of Flagstaff, which makes this a great place to live and work.



Councilmember Kara M. Kelty

The economic situation in Arizona has changed tremendously in the past several years and Flagstaff is no exception to this trend. This year's budget process differed from years past in that there was a need for a combination of service cuts and fee increases in order to close the gap caused by a loss of around \$930,000 in State Shared Revenues as well as increased contributions to employee medical, dental and retirement funds. While it is always difficult to consider and execute service cuts, it is the responsibility of City Council to ensure that City government operates efficiently and does not grow beyond its means.

Through the budget process I learned that even though Flagstaff did experience a budget shortfall, we are weathering the financial storm better than most municipalities. Most notably, there have not yet been any lay-offs. Instead, the City is planning to phase out almost 30 positions through retirement or attrition. The Human Resources Department will be

implementing a workforce development program in which current City employees will be eligible to receive training to transition to other positions. While every effort is being made to protect City staff from lay-offs, the employees themselves are still suffering the consequences of this economic downturn. Cost of living increases were not budgeted for this year and employee contributions to medical plans and to the Arizona State Retirement System have increased, leaving some employees with less take home pay than last fiscal year. Others adversely affected by the budget shortfall include the Parks and Recreation Department, which had to cut about \$230,000 from their budget. While they did this by eliminating programs with poor attendance, and by closing the Murdock Center, it was still a difficult blow for the department and for the community.

While the economic outlook may appear challenging, the City Council recognized that balancing the budget included making investments for future economic and community development in Flagstaff. For that reason, City Council reversed recommendations to cut contributions to the Greater Flagstaff Economic Council and the Flagstaff Cultural Partners. Other community investments budgeted for this coming year include redevelopment projects downtown, East Flagstaff, and the commencement of Phase II of the Southside Area Planning Effort.



City of Flagstaff

Honorable Mayor, City Council, and Citizens of Flagstaff:

The FY 04 Budget reflects economic reality. State shared revenue is less because state tax collections are down and the City's population is proportionately smaller to the rest of the state than it was in 1995. Local tax revenues are not growing rapidly enough to offset reduced state revenue and meet growing costs. In order for the City to maintain current service levels and provide quality-of-life expenditures demanded by our citizens, a stable and growing tax base is essential.

Our dedicated employees strive to maximize and optimize the services they provide to our citizens. Employees deserve nothing less than fair and competitive compensation for their dedication to public service. Yet, due to inadequate revenue growth, we are unable to maintain the needed expenditures to preserve both level of service to the community and employee compensation that keeps pace with market and cost of living increases.

Our employees remain committed to serving the public. They deserve our gratitude, praise and commitment to organizational and fiscal decisions that will correct the current revenue/expenditure imbalance in future years. In FY 2004 a major focus is placed on the development of adequate revenue growth to meet growing expenditure needs.

The outlook is promising. The City Council has directed priorities toward economic development and fiscal health. Investment in City initiatives will create new private sector investment opportunities. New sales and property tax base will be created, along with jobs for a growing workforce. With decisions that deliver those economic development initiatives, our citizens will be beneficiaries of a stronger tax supported public sector, which will be better able to provide desired services.

FY 2002-2003: Success Setting the Stage for More Successes

City Management and staff are proud to have worked closely with the City Council to meet its goals. Some achievements of the FY 2002-2003 are highlighted below:

- Establishing clear direction for meeting current fiscal challenges by developing revenues and reducing selected expenditures;
- Increasing City efforts to gain Federal Assistance for community needs - - Rio de Flag, transit capital funding, forest health and fuel management, and economic development; Adoption of water policies for conservation, development, and acquisition of water;

- Entering into a Memorandum of Agreement with developers for renovation and expansion of a major commercial center on the east side of the community;
- Award of Contracts for affordable housing developments on two land tracts owned by the City;
- Completion and dedication of Foxglenn Park;
- Completion, dedication and occupancy of the new USGS building;
- A development agreement with Nestle Purina, providing tax incentives for a major plant expansion and thus securing and increasing the substantial employment base provided by Nestle Purina;
- Opening the East Side Branch Library on 4th Street;
- Partnering with other members of the Alliance for a Second Century in a unified legislative priorities statement;
- Continued airport improvements to develop adequate facilities to provide regional jet service;
- Adoption of the McMillan Mesa major plan amendment to the Regional Plan;
- Completion of the initial phase for Conference Center development, receiving six outstanding replies to the City's request for proposals;
- Completion of major improvements to the City water treatment facilities.

City Council Goals Guide the Budget

The City Council has maintained the direction established almost two years ago when ten broad goals were adopted as a policy basis for the City's annual budget and work program. The goals respond to citizen needs and desires by merging city services into a cohesive plan of action. The Council discussed the original goals extensively and reached the conclusion that they continue to state Council priorities, although priority objectives may have changed somewhat.

The ten goals are restated below with a discussion of FY 04 priority initiatives:

Economic Development

Maintain and strengthen Flagstaff as a regional center for retail, employment and hospitality, while enhancing the quality of life for our residents through job creation and technology.

- Continue implementation of several economic initiatives, which have been underway for one or more years:
 - The Rio de Flag Project gained a federal construction appropriation in FY 2003 of \$1,000,000 and in FY 2004 of between \$2,000,000 and \$3,000,000 (pending). The City continues to budget for its share of this local/federal project appropriating \$5,052,738 in FY 04. The City will spend a total of \$11,107,000 for the project. Design will continue and the first phase of construction will commence this calendar year. The likely investment in the southside, following completion of the Rio de Flag project in 2006 or 2007, necessitates completion of a neighborhood plan in that area. The planning process will begin in 2004.
 - The East Flagstaff Gateway Project will move ahead, pending a successful rezoning application. Infrastructure construction will commence late in the fiscal year with some building construction following closely.
 - The City will design Empire with construction startup in spring of 2004. The City Council budget for the project totals \$2,600,107.
 - The Conference Center Project review and award will be completed during the first quarter of 2004, with development agreement negotiations to follow. The Planning and design phases of the

project will prepare it for immediate site preparation and construction upon relocation of Babbitt Ford to the Auto Mall in 2005/06.

- The City will issue an RFP for the Downtown Gateway West Project, likely late in the fiscal year.
- City staff will work closely with GFEC staff to integrate findings and recommendations of the Telecommunications Study with the Regional Plan.
- West Side Annexation will require serious attention this year, although timing does not currently appear to be a critical concern.
- Airport Expansion Projects will continue with design of the runway extension.
- USGS Campus Development Plans will be completed and details of the next building phase will be determined in consultation with USGS.
- The Convention and Visitors' Bureau work program will include efforts to strengthen the tourism sector of the economy, including: enhanced marketing and public relations; engagement of industry; and renovation of Visitor Center.

Fiscal Health

Maintain written policies to provide for a balanced budget that meets a vast array of community needs, to ensure that resources are available to meet future needs and allow for community infrastructure to be maintained at adequate levels and other sound financial practices that maintain fiscal health of the organization.

- Staff will continue to examine revenue sources and evaluate several revenue generating ideas discussed by Council and staff, but not included in revenue estimates in the FY 2004 budget. These will include: fees for private development review; commercial fire safety inspection and re-inspection fee; an increased annual business license fee; a building permit fee increase adjusting the per square foot valuation calculation; a City use tax that would remit to the City a tax on purchases made in jurisdictions where a municipal sales tax is not imposed; an annual liquor license fee; and an increased cable franchise fee.
- In order to correct a projected revenue/expenditure imbalance in outlying years, a process to reduce overall employment by twenty to thirty positions over a two-year period will be conducted. New positions authorized for 2004 will be filled through a process of transferring the position authorization from elsewhere in the organization.
- Opportunities for service enhancements and efficiencies through intergovernmental consolidation will be studied.

Public Safety

To promote and maintain a safe community through integrated public safety systems that addresses the underlying issues affecting public safety, health and quality of life.

- Police force strength will be maintained at the authorized levels by filling the three positions left vacant last fiscal year.
- An active fuel management program to reduce both fuel densities and bark beetle infested trees will be continued.
- The Police and Fire Departments will continue to work closely to improve emergency dispatch services, and to maintain response preparedness in the event of homeland security threats or actual incidents. A primary goal is to upgrade the hazmat response vehicle.

Housing

To ensure that a variety of housing opportunities are available to a diverse population, especially those requiring entry level housing.

- Development agreements will be completed for private sector affordable/market projects on two City tracts pursuant to proposals already awarded. The Community Development Department will manage the design and development review process to expedite construction. Upon completion of the Rio Homes project, approximately 174 new housing units will be placed on the market including 33 scattered affordable dwellings. The second project has applied for an award of tax credits from the Arizona Department of Housing. If approved, the proposed project will provide an additional 64 family and 70 senior affordable rental units.
- A contract for the construction of the infill redevelopment project in an Eastside mixed income neighborhood will be awarded, supplying 16 affordable homes.
- The Housing staff will determine the feasibility of establishing a community land trust for holding properties to facilitate affordable housing development.
- A closer working relationship with the Flagstaff Housing Authority will be developed as one way of coordinating housing providers toward a more effective affordable housing strategy.

Capital Improvements

Plan, program, design and construct public works and facilities capital improvements through a structured, efficient and transparent process ensuring scarce public resource expenditure for the greatest benefit to the community; creating a built environment shaped through citizen involvement, reflecting community pride.

- The Capital Division will maintain the streets and multi-modal construction program including: Fourth Street Phase I, Soliere, Country Club, Sunnyside, Safe to School, and FUTS projects.
- The revised CIP planning, which increases public participation and gains Council adoption of the next fiscal year and five-year plan in December will be utilized.
- Staff will coordinate a community process to determine the preferred components of a bond program for possible placement before voters in May 2004.

Customer Service

Instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally.

- The City Manager and other organization leaders will state and re-state to City employees the value and necessity of good customer service practices.
- A new employee performance appraisal process, which emphasizes customer service, will be implemented starting July 1.
- Programs to reward exceptional work place practices and customer service will continue –
 - WOW (Wonderful Outstanding Worker) on the spot awards
 - City Manager's Excellence Awards

Planning for Growth

To shape growth, with the involvement of the community, in a manner that preserves and protects our region's natural environment, livability and sense of community.

- An array of planning activities will be delivered specifically designed to implement the Regional Plan, including: Redevelopment planning and projects identified under the Economic Development Goal; continuation of FUTS project development and construction; southside planning; incremental reclamation and enhancement of City-owned and occupied open space in conjunction with planned FUTS project corridors; development of an IGA with Coconino County for administration of the Regional Plan; and Open Space Plan implementation including start-up of the newly established Open Space Commission.

Collaboration

Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, though all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.

- A process will be conducted with the Alliance partners for the discussion and determination of priorities in responding to a variety of community needs.
- State and Federal agencies and elected representatives will be engaged proactively in pursuit of City interests, including, but not limited to, organizing a greater Council presence in the determination of local and statewide local government interests.
- Opportunities for service consolidation will be studied with Alliance partners.
- Community and regional policy statements and strategies will be discussed with partners to identify best practices for implementation of programs including: transportation, sustainable water resources, economic development, and state/federal funding.

Quality of Life

To enhance the quality of life of our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.

- A public process for determining both short and long-range plans for Thorpe Park will be completed.
- The Open Space Commission will conduct a public process and input will be provided to the Bond Advisory Task Force, to gain public knowledge and support of open space acquisitions.
- Water conservation policies adopted by the City Council will be implemented.
- Added focus will be given to water capacity development, including developing local underground resources and the acquisition of water rights for which conveyance to Flagstaff may be developed.

Organizational Support

To ensure the City of Flagstaff has the necessary organizational structure and staff who are trained to achieve the goals of the City, now and in the future. To develop and maintain compensation and benefits systems that allow the City as an employer to hire and retain a workforce that is recognizable by the Council and public as committed public servants.

- A workforce reduction and development process will be implemented with the goal of reducing total employment by ten to fifteen positions through attrition and transfers, and providing training and career development for those people engaged in the process.
- A public process will be conducted with the advice and assistance of the Bond Advisory Task Force, to gain public knowledge and consideration of needed capital improvements relative to service provision, including fire station relocations, court facilities, parks and recreation projects and public works facilities.
- Employer obligations toward employees must be addressed. City employees cannot be expected to accept indefinite abeyance of compensation adjustments. As discussed under fiscal health, we need to develop adequate revenues to support City services and the employees who provide them. Further line item reductions of any significance will be difficult to achieve without impairing services. It is a FY 2004 goal to position the City fiscally for FY 2005 to meet the needs of employees and the community.

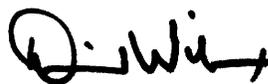
Acknowledgements

It is much easier to develop a budget and work program for the City when clear direction is given. I want to thank the City Council for its leadership and clear direction. Moreover, the Council has maintained critical direction in economic development and fiscal health for multiple years. The long-range vision and commitment to action is greatly appreciated.

Sincere thanks cannot be stated enough to our employees in every area of responsibility in the organization. They provide superb service to our citizens. They have been team players throughout these difficult budget times. Special thanks go to members of the Employee Advisory Committee.

Our Finance and Budget teams under the direction of Mary Jo Jenkins and Barbara Goodrich have done, as always, an excellent job. Thanks to them all.

Respectfully submitted,



DAVID W. WILCOX
City Manager

City of Flagstaff ***Mission Statement***

The mission of the City of Flagstaff is to enhance the quality of life to its citizens while supporting the values of its community.

Our Values Are:

ACCOUNTABILITY

We are accountable to the community and each other

RESPONSIVENESS

We value addressing our customer's concerns

QUALITY

We provide high-quality customer service

PROFESSIONALISM

We are honest, responsible, fair, highly-trained, and cost conscious

TEAMWORK

We are a team in partnership with citizens, other agencies, and each other for a better Flagstaff

PROBLEM SOLVING

We solve problems creatively, open-mindedly, and professionally

"Service at a Higher Elevation"



Budget Highlights 2003 – 2004

Accountability – Ensure ongoing budget sustainability through effective management of current resources and the development of future economic opportunities.

Responsiveness – Complete the design and start the implementation of a traffic signal synchronization system.

Quality – Continue to implement radio read water meters to minimize estimates and increase efficiency and accuracy of water bills.

Professionalism – Implement a workforce development program for staff as identified and related to internal program reductions with the goal of having no layoffs, while reducing overall staffing.

Teamwork – Work with Flagstaff Medical Center, the Flagstaff Community Foundation, and Literacy Volunteers of Coconino County on a new literacy program.

Problem Solving – Create a Community Land Trust structured as a private non-profit organization for the purpose of building affordable homes preserving public investment in land.

Accomplishments 2002 - 2003

Accountability – Evaluated budgets on a programmatic level to determine the continued viability of City services in light of State revenue losses.

Responsiveness – Conducted public meetings for major capital projects to engage the public and establish positive working relationships.

Quality – Received approval to implement a Stormwater Utility to meet Federal requirements within the City.

Professionalism – Government Finance Officers Association presented the City the Distinguished Budget Presentation (ninth consecutive) and Excellence in Financial Reporting (tenth consecutive) Awards.

Teamwork – Monitored success in Council set goals through the evaluation of cross-departmental achievement in meeting the respective objectives.

Problem Solving – Formulated the Bond Advisory Task Force to evaluate long-term capital needs for the City by using extensive Community Outreach.

BUDGET OVERVIEW

The City of Flagstaff FY 2004 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan is balanced not only financially, but also equally as important, balances the allocation of resources among operating

requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

This section briefly describes the document *Format and Presentation*; the *Assumptions and Strategies* which formed the working parameters of the budget development; *Highlights of Appropriations, Revenues, and Capital Improvements Plan (CIP)* for FY 2004; *Debt Structure*; and the *Fund Balances*, which are the operating framework of the Financial Plan.

FINANCIAL RESOURCES AVAILABLE

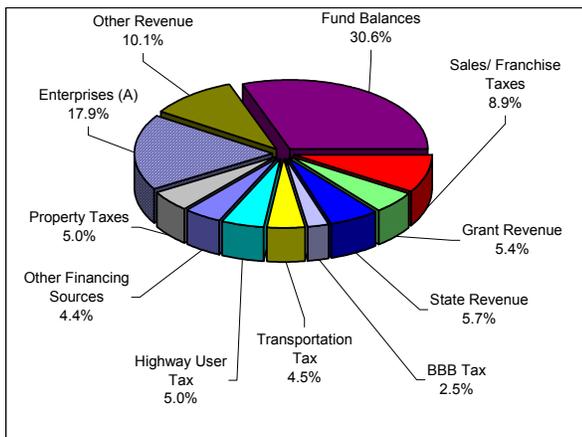
Sales/Franchise Taxes	\$	13,865,885	8.9%
Grant Revenue		8,464,332	5.4%
State Revenue		8,958,605	5.7%
BBB Tax		3,885,294	2.5%
Transportation Tax		7,050,874	4.5%
Highway User Tax		7,800,000	5.0%
Other Financing Sources		6,874,144	4.4%
Property Taxes		7,811,808	5.0%
Enterprises (A)		28,020,864	17.9%
Other Revenue (B)		15,770,390	10.1%
Fund Balances		47,811,017	30.6%
	\$	<u>156,313,213</u>	<u>100.0%</u>

(A) Enterprises:

Water Operations	\$	11,552,112
Wastewater Operations		7,231,596
Airport Operations		1,008,732
Environmental Services		7,721,424
Stormwater Utility		507,000
	\$	<u>28,020,864</u>

(B) Other Revenue:

Licenses and Permits	\$	1,771,066
County Vehicle Tax		1,901,911
Charges for Services		1,754,511
Fines and Forfeits		1,071,358
County Contribution		2,460,151
Interest on Investments		2,866,160
LTA/Misc Revenue		3,945,233
	\$	<u>15,770,390</u>



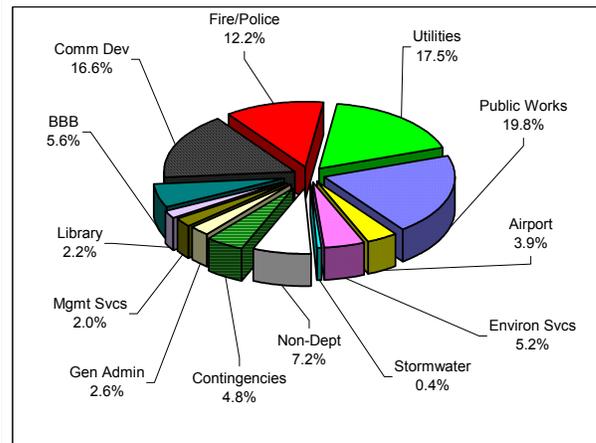
"WHERE THE MONEY COMES FROM"
\$156,313,213

TOTAL APPROPRIATIONS

General Administration	\$	4,069,515	2.6%
Management Services		3,138,935	2.0%
Library		3,367,399	2.2%
BBB (A)		8,697,920	5.6%
Community Development		25,924,276	16.6%
Fire/Police		19,052,286	12.2%
Utilities		27,361,834	17.5%
Public Works		30,978,842	19.8%
Airport		6,142,704	3.9%
Environmental Services		8,121,548	5.2%
Stormwater		659,534	0.4%
Non Departmental		11,253,420	7.2%
Reserves/Contingencies		7,545,000	4.8%
	\$	<u>156,313,213</u>	<u>100.0%</u>

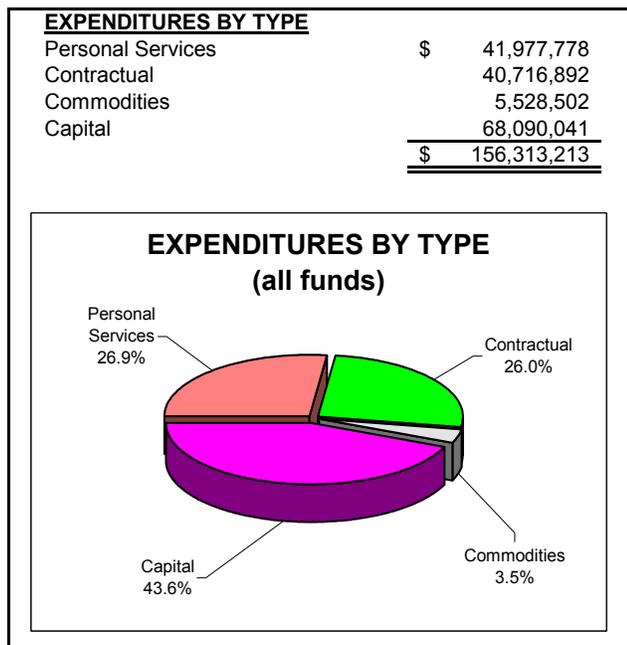
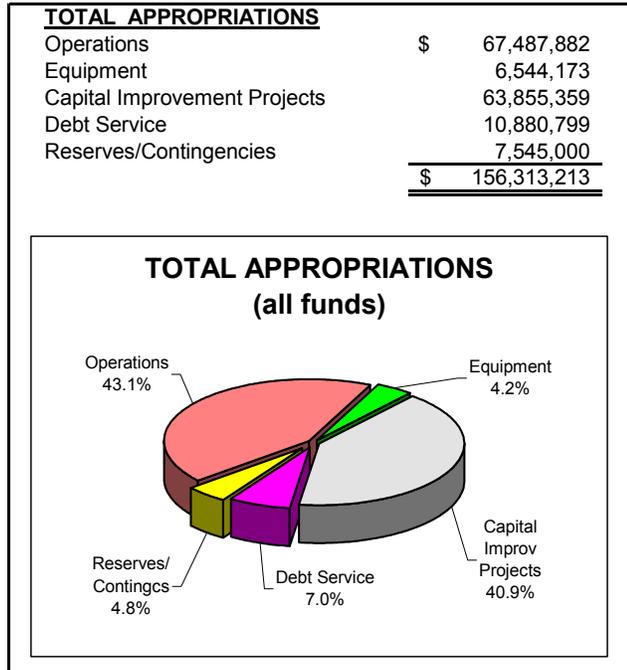
(A) BBB Tax Funds:

Beautification	\$	3,895,116
Tourism		1,731,683
Economic Development		446,400
Arts and Science		373,340
Recreation		2,251,381
	\$	<u>8,697,920</u>



"WHERE THE MONEY GOES TO"
\$156,313,213

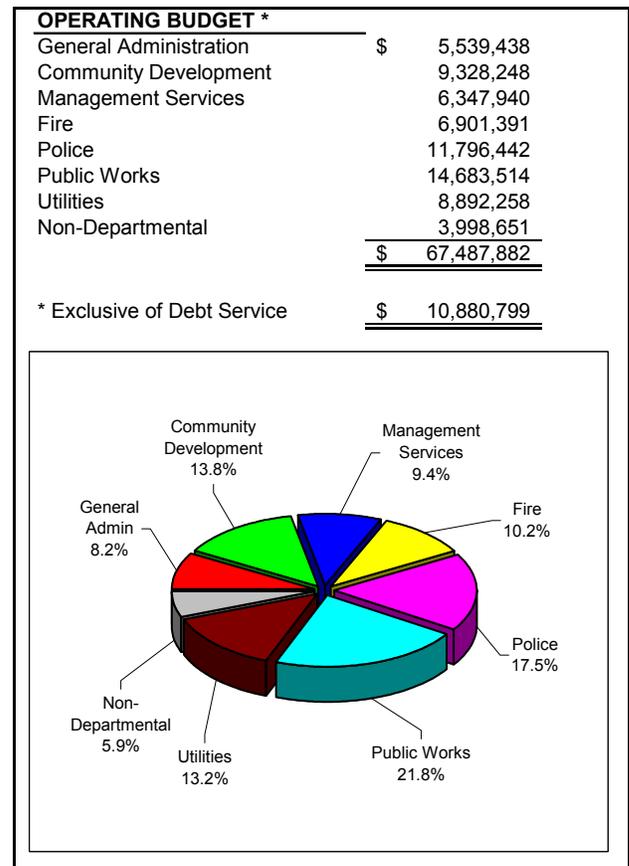
The following graphs depict the major classifications of appropriation for the total 2003-2004 Budget and expenditures by major types.



OPERATING EXPENDITURES BY DEPARTMENT

City operations include the traditional municipal services citizens expect their local government to provide. Operating expenditures exclude capital improvements, capital equipment, debt service and reserves. The department budgets are presented to include division budgets and Departmental

(organizational structure) responsibilities as defined by the City Code.



General Administration activities comprise 8.2% of the budget (\$5.5 million). The divisions within this Department provide for the overall management and administration of the City, as well as enforcement of municipal laws through legal support and the courts. The Tourism, Public Information, Human Resources, Risk Management and Capital Management divisions are also included within General Administration.

Community Development comprises 13.8% of the operating budget (\$9.3 million), excluding the debt service requirements for Fourth Street (\$1.8 million). The primary services in this Department include Engineering, Planning & Zoning, Building Inspection and Stormwater. The services provided by these divisions meet the current needs of the community and plan for the future.

Management Services comprises 9.4% of the operating budget (\$6.3 million). The department encompasses those activities that provide administrative support and services including financial services, purchasing, information systems, sales tax, and real estate. The City/County public library system is also included within the department.

Fire services comprise 10.2% of the operating budget (\$6.9 million). The Department's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well being through timely emergency response.

Police services comprise 17.5% of the operating budget (\$11.8 million). Public safety programs provide personal safety in the community by promoting a community free of crime and assured response in emergency situations.

Public Works services are provided by nine divisions that account for 21.8% of the operating budget (\$14.7 million), excluding the debt service requirements for streets (\$2.0 million), Airport (\$0.3 million), and USGS facility (\$0.5 million). The services provided include environmental service operations, cemetery operations, maintenance of all public facilities and public infrastructure including streets and parks, airport operations, and recreation programming.

Utilities Department comprises 13.2% of the operating budget (\$8.9 million), excluding \$4.0 million debt service requirements. Five divisions within water operations and four divisions within wastewater operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal.

Non-Departmental operations comprise 5.9% of the budget (\$4.0 million) exclusive of \$2.3 million debt service. Some divisions are contractual in nature and include Contributions to Other Agencies, Economic Development, and the Pension Trust Fund. The Council and Commission and Non-departmental budgets account for expenditures that benefit City operations as a whole.

BUDGET FORMAT AND PROCESS

The budget and financial plan for the City of Flagstaff (City) is the policy document that reflects the goals and objectives of the City Council. These goals and objectives are implemented through the policies and priorities established by the Council as well as the various Boards and Commissions appointed by Council. The Office of the City Manager is then responsible for implementing these policies and priorities utilizing the allocation of financial resources. The annual review process provides the community an opportunity to evaluate the services provided to the citizens of the community. Programs are identified, evaluated, and the scope of service provided is defined. The

staffing level needed to provide the service level deemed appropriate by Council is determined. Additionally, funding requirements and level of effort to be provided are established.

FORMAT

The Department Detail presents each operating activity at the division level with a *division mission, description of programs, specific goals and objectives* for FY 2004, *major accomplishments* in FY 2003, and *performance indicators* that measure the efficiency and/or effectiveness at the program level.

To assist the City Manager in the management of the resources expended by the municipality, the budget also serves as an operational guide. The operating budget presentation includes, for comparative purposes, the *Actual Expenditures for FY 2002*, the *Adopted Budget for FY 2003*, the *Estimated Actual for FY 2003*, and the *Adopted Budget for FY 2004*. Expenditures are shown by category as well as cost center (program/activity). The comparatives in the Financial Summaries Section are presented at the fund level and the department level to aid division and program managers in budget tracking and accountability.

Categories presented are:

- Personal Services (salaries, fringe benefits, internal labor, et al)
- Contractual (professional services, utilities, maintenance, rents, debt service, et al)
- Commodities (small equipment, parts, office supplies, operating supplies, et al)
- Capital Outlay (professional services, land, buildings, street, water and sewer construction, equipment, et al)

The *Departments* and the *Divisions* within them are:

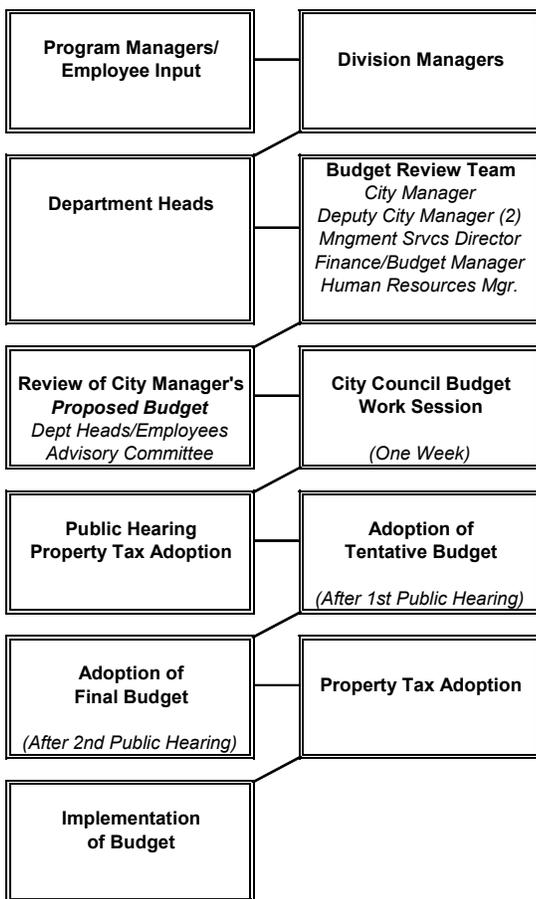
- General Administration (City Manager, City Clerk, Capital Improvement, Human Resources, Risk Management, Law, City Court, and Tourism)
- Management Services (Information Systems, Management Services Administration, Purchasing, Tax, Licensing and Revenue, Library, and Finance/Budget)
- Community Development (Metropolitan Planning Organization, Community Development Administration, Engineering, Traffic, Building Inspection, Planning, Community Redevelopment, Urban Design, and Stormwater)
- Fire Department
- Police Department

- Public Works (Public Works Administration, Parks, Mechanical Shop, Cemetery, Facilities Maintenance, Recreation, Streets, Airport, and Environmental Services)
- Utilities Department (Utilities Administration, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Collection, Industrial Waste Inspection, and Customer Services)
- Non-Departmental (Council and Commissions, Contributions to Outside Agencies, Non-Departmental, Firemen's Pension Trust, Economic Development, Real Estate Proceeds, Transit, and General Fund Capital Projects)

Programs capture all expenditures related to an activity, cost center, or location of operation within a division.

PROCESS

Budget Process Flowchart:



Presentation:

- The *Transmittal* provides a summary of the key policy issues, priorities, and strategies that shaped the budget as framed by the City Manager.

- The *Budget Overview* summarizes financial resources and expenditures along with fund summaries and an overview of selected revenues.
- *Policies and Procedures* provide an overview of both fiscal and budgetary practice.
- Budget Issues were prepared for Council review and discussion during their Fall and Spring retreat and the budget study sessions. Highlights of the issues reviewed are included in the *Issues and Updates* section.
- The *Financial Summaries* section includes various schedules utilizing revenue and expenditure classifications and tax levy information in accordance with state reporting requirements as mandated by statute. Expenditures are reported at both the fund level and the department level for operational control purposes.
- The *Department Detail* section provides both narrative and financial data. The budget commentary provides an explanation of significant budget changes for FY 2004.
- The Capital Improvement Plan (CIP) for FY 2004 lists projects, costs, and funding sources in the *Capital Improvement (CIP)* Section.
- The *Community Profile* section outlines key factors that contribute to the uniqueness of our community.
- A detailed listing of personnel and changes over the last five years is provided in the *Appendix* Section.

Review and Approval: Issues presented during the review and approval period include discussion topics of the Council Fall and Spring retreats. The Fall and Spring retreats were held in November and February respectively, to give city staff the opportunity to present major discussion points to council and the public. The goal is for council to make policy decisions and direct staff in preparing the budget. This provides adequate time for the Council to gather input on major budget issues prior to preparation of the budget. The City Council holds Study Sessions in May. The Council reviews and discusses the issue papers included in the Budget Review Book as well as all personnel recommendations, capital equipment recommendations, and the capital improvement plan. The Council arrives at a consensus for all decisions needed. The Study Sessions provide the opportunity for City management, departments and the public to offer information and recommendations to the City Council.

The Proposed Budget is presented to Council for tentative adoption on or before the third Monday in July. Two public hearings are held on the content of the budget. Final adoption occurred on July 1, 2003.

State law requires the operating budget to be all-inclusive. Therefore, the budget includes provisions for contingent revenues, e.g., Passengers Facility Charges, and expenditures that cannot be accurately determined when the budget is adopted, e.g., grants. The Resolution adopting the annual budget requires Council authorization for any expenditure from contingencies, as well as transfer of budget authority between departments.

BUDGET CALENDAR	
December	Budget Module available to all Divisions
January 31	Capital equipment requests reviewed by Fleet/MIS Committees for recommendation
March 10 - March 28	Review with Department Heads and City Manager
March	Personnel review of reclassification requests completed
May 6-9	Council Study Sessions Proposed Budget available to public
June 17	Public Hearing/Tentative Adoption of Proposed Budget Public Hearing on Tax Adoption
June 20	Publish first notice of Public Hearing for Final Adoption
June 27	Publish second notice of Public Hearing for Final Adoption
July 1	Public Hearing on Budget and Final Adoption of Budget
July 5	Notify Property Tax Oversight Commission of Compliance with Truth in Taxation
July 15	Adopt Property Tax Levy

Adoption: The City operates under the State Expenditure Limitation with a one-time adjustment to the base. The adjustment provided for an increase to the base limit to allow for the expenditure of funds resulting from the addition of a 2% Bed, Board, & Booze Tax. Flagstaff is not a Home Rule city. Alternative [Home Rule] Expenditure Control municipalities require voter approval every four years.

The Adopted Budget reflects the total funds appropriated (\$156,313,213). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure

Limitation (\$72,208,250), and this total cannot be exceeded.

Budget authority can be transferred between line items within a Division. At year-end, Department budgets are reviewed and budget authority is transferred from contingencies by Resolution as necessary. Additionally, any inter-fund transfer of appropriations requires Council approval. Council can also amend total appropriations for a fund during the year by Resolution as long as there is a corresponding increase/decrease in another fund so that the expenditure limitation is not exceeded.

ASSUMPTIONS AND STRATEGIES

ECONOMIC OVERVIEW

In FY 2003, City sales tax revenue exceeded the budget by 3.1%. An overall budget-to-estimated actual increase totals \$200,000 or 1.8%. The trends reflect an overall increase in the economy with a slight dip in auto sales. Construction revenues are expected to remain steady as this category has shown increases in seven of the past eight years and a cyclical slow down could occur. The BBB category shows a 2.5% (\$94,763) budget to estimated actual increase.

The City initiated a census review with the Census Bureau due to a perceived undercount in the Flagstaff area. The 2000 census reflected a population of 52,894, an increase of only 193 citizens over the 1995 Special Census. The City had identified approximately 3,000 additional citizens that should be added to the census base and submitted a request for review. These requests will not be reviewed and no change in the base census will be provided.

The State of Arizona has experienced significant continued revenue shortfalls in FY 2003. This was a combination of decreased tourism and spending as related to the September 11th disaster. Retail sales are beginning to rebound slowly, while contracting revenue remains low. This has resulted in a FY 2004 increase of State Sales Tax of approximately 1.8% (budget to estimated actual) to the City.

REVENUE FORECAST

State-shared revenues, i.e., sales tax, income tax, highway users tax, and local transportation assistance (lottery) are projected to decrease 4.3% in total. State-shared revenues are based on estimates received from the Arizona League of Towns and Cities. State shared revenues are distributed in part by population counts. Due to

revised collection receipts, the City will be receiving 14.9% less (budget to estimated actual) in the State Income Tax distribution for FY 2004. All cities in Arizona are equally affected by this reduction at the state level.

County revenues for auto in lieu tax (license tags) are expected to decrease by approximately 13.5%. The decrease is tied to the reapportionment of revenue to Yavapai County. County aid for library operations has increased 18% from the FY 2003 budget as a result of carryover funds.

The Utility Fund does not anticipate a rate increase for water or wastewater services, but certain changes in class and increased capacity charges have occurred. The Water and Sewer rate model was updated in Spring of 2003.

The Environmental Services Fund projects increased revenues for FY 2004 due to the implementation of an Environmental Services fee and increased fees for residential, commercial and landfill accounts.

The City is pursuing revenue diversification in all divisions. A User Fee Study was completed in 2002 that focused on costing services both for what the City currently charges for and those not charged for. As a result, the City has begun the implementation of some new user fees and will continue the evaluation and implementation of other fee's over the next two years.

EXPENDITURES

The adopted budget is based on fiscal restraint consistent with reductions in State revenue. The base budget approach has required operational cost reviews and redistributions of all Departments.

Efforts to Control Expenditures – The Fleet Management Committee reviews all equipment replacement requests and prioritizes those needs. A long-range planning approach is utilized to level cash flow requirements from one year to the next. The Fleet Committee has developed a five-year plan and continues the process of reviewing the plan to identify cash flow needs and develop alternatives to better allocate future resources. Due to varying demands, the Fleet budget is flexible, allowing monies to shift within the five-year planning period.

Fund Balance – The carryforward of fund balances remain at a level that protects the financial integrity of the City. Moody's bond rating for the City is Aa3. The projected fund balance at the end of FY 2004 is estimated at \$5,637,376 in the General Fund. A general fund balance equal to 15% of general fund

revenues is anticipated to maintain a sound financial position. The General Fund balance is currently budgeted at 16%.

The FY 2004 budget continues to use excess fund balances for one-time capital expenditures, facilities and redevelopment. In addition, a portion of the current fund balance represents carryforward of expenditures in equipment and capital projects.

Council Guidelines – The budget guidelines set forth by the City Manager were formulated based on Council concerns and goals. The Council developed ten goals that encompass the areas of Affordable Housing, Economic Development and Redevelopment, Capital Improvement, Public Safety, Customer Service, Quality of Life, Fiscal Health, Organizational Support, Collaboration, and Planning for Growth.

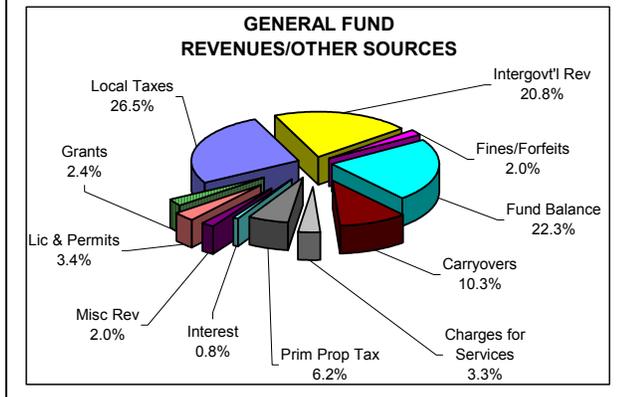
- *Estimated Actual Expenditures FY 2003.* Divisions were asked to estimate expected expenditures by line item for FY 2003. Overages and underages (and reasons, theretofore) were used to adjust the recommended budget for various line items in FY 2004. This resulted in a reduction of a substantial number of line items, thereby allowing resources to be reallocated without inflating the total appropriations required.
- *Staffing Requests/Increases in Level of Service.* Departments were required to provide narratives for increases in service levels and addition of staff. New staff additions were either required to have an independent funding source or were needed to maintain current service levels.
- *Fleet Management.* All fleet equipment replacement requests were reviewed and prioritized by the Fleet Management Committee within financial parameters.
- *Staff Computer Equipment.* Management Information Systems Staff reviewed hardware and software needs. Funding was established to maintain funding at a level dollar amount to meet existing and future needs for current service levels including upgraded equipment and software.
- *Capital Improvements.* The Capital Improvement Committee reviewed all requests of capital projects or public improvements.
- *Operational Impacts.* All funds are continually evaluated relative to five-year financial projections. Increased service levels due to new programs or capital construction were projected to determine operating impacts in future years.

FUND SUMMARIES

GENERAL FUND

The General Fund includes all City operations, except enterprise activities (operations which are to be self-sustaining), e.g., Utilities, Environmental Services, the Airport and Stormwater; activities funded from a special revenue source dedicated to that activity, e.g., the BBB Tax funds, Streets; Library; Community Redevelopment; Arts & Science; Recreation; Transportation; and Transportation Planning (MPO).

REVENUES/OTHER SOURCES	EST ACTUAL FY2003	BUDGET FY 2004
Licenses and permits	\$ 1,674,499	\$ 1,771,066
Grants	767,821	1,261,237
Local taxes	13,596,748	13,865,885
Intergovernmental	11,916,161	10,860,516
Fines and forfeits	962,160	1,071,358
Fund Balance, net of Transfers	14,463,210	11,641,478
Fund Balance for Carryovers	2,525,191	5,404,323
Charges for services	1,688,898	1,724,511
Primary Property Tax	3,250,855	3,261,616
Interest	91,627	418,746
Miscellaneous	1,921,394	992,766
	\$ 52,858,564	\$ 52,273,502

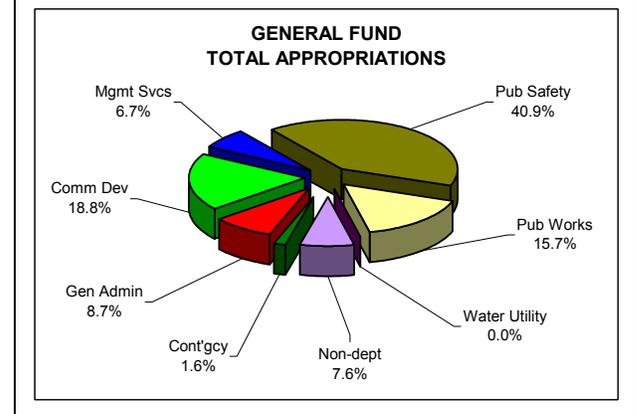


Total resources available for General Fund expenditures for FY 2004 are \$52.3 million including the beginning fund balance of \$18.2 million. A substantial portion of General Fund resources comes from two revenue categories: 1) local sales and franchise taxes and 2) intergovernmental revenues (specific detail including comparative data, is shown in Schedule 3 of Financial Summaries Section). A more detailed review of major revenue categories, including historical trend information, is provided following the fund summaries.

Property tax estimates are based on the assessed valuation of property as determined by the Coconino County Assessor. The primary tax rate remains unchanged in FY 2004, and will generate an estimated \$3,261,616. This amount represents approximately 41% of the maximum allowable levy under Arizona statute. The secondary tax rate,

which can only be used to repay general obligation debt, will remain at \$0.9801. The increase in assessed valuation, and corresponding increase in revenue, is associated with \$8.6 million new construction placed on the tax rolls in the last year, and increased assessed values on existing properties (\$9.3 million).

APPROPRIATIONS	EST ACTUAL FY2003	BUDGET FY 2004
General Administration	\$ 3,544,658	\$ 4,069,515
Community Development	4,821,910	8,780,605
Management Services	2,778,985	3,138,935
Public Safety	18,146,235	19,052,286
Public Works	6,213,994	7,303,359
Water Utility	15,588	15,588
Non-departmental	(1,117,434)	3,525,838
Contingencies	250,000	750,000
	\$ 34,653,936	\$ 46,636,126



General Fund total appropriations have increased 8.6% in FY 2004. The increase is due to increases in benefits, other insurance, and capital projects. The General Fund includes \$11.8 million in capital, of which \$5.1 million is for the Rio de Flag Flood Control project and \$3.6 million for downtown redevelopment.

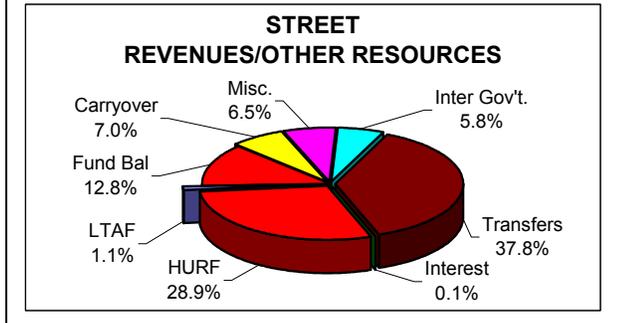
As part of the tenth anniversary of the ADA (July 2000) the Department of Justice selected one City from each state for a compliance review. In February of 2000 the Department of Justice conducted the on site audit of City facilities for compliance with the accessibility requirements of the ADA. The City received a final report from the Department of Justice with requirements for modifications to existing facilities. The cost of these modifications is approximately \$750,000 and will be spread over FY 2003 and FY 2004.

The financial position of the General Fund (after cost allocation distribution) remains strong. Accumulated funds will continue to be spent over a five-year period for a joint project with the Corp of Engineers to study a major drainage way issue (the Rio de Flag project) and development opportunities in Flagstaff.

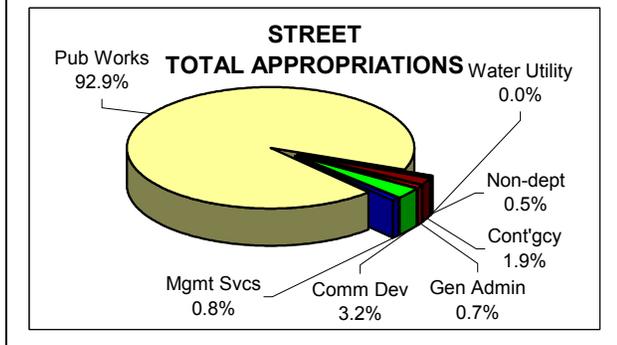
HIGHWAY USER REVENUE FUND

The Highway User Revenue Fund (HURF) is mainly supported by transportation related taxes distributed to the Cities and Counties by the State. Appropriations total \$25.7 million in FY 2004. Projects budgeted includes Southside Traffic Improvements, Annual ADA Improvements and bus pullouts, our annual pavement maintenance program and Sunnyside Street improvements.

REVENUES/OTHER RESOURCES	
HURF	\$ 7,800,000
LTAF (lottery)	300,246
Fund Balance	3,456,093
Fund Balance for Carryovers	1,889,092
Miscellaneous	1,761,261
Inter Governmental	1,580,000
Transfers (net)	10,208,028
Interest	20,000
	<u>\$ 27,014,720</u>



APPROPRIATIONS	
General Administration	\$ 186,808
Community Development	813,094
Management Services	196,752
Public Works	23,868,245
Water Utility	3,749
Non-departmental	131,447
Contingency	500,000
	<u>\$ 25,700,095</u>



TRANSPORTATION FUND

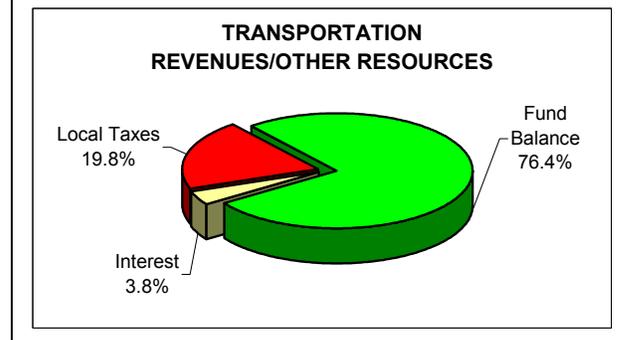
The Transportation Fund was formed in FY 2001 as a result of voter authorization on May 16, 2000 to increase sales taxes to support four transportation issues. The tax increase is valid for twenty years. The Sales Tax revenue collected for transportation is recorded in this fund. The expenditures related to Transit and 4th Street Overpass are appropriated in this fund. Expenditures related to Safety Improvements and Street Improvements are accounted for in the HURF and Beautification funds. Appropriate transfers are made to fund the various projects that this tax supports.

In July 2003 there will be an increase in the Transit Tax from 0.1475% to 0.1750%. This was anticipated through the IGA entered into by the City and County during FY 2001.

Projects	Budget FY 2004 Revenues
4th Street Overpass	\$ 1,877,105
Safe-to-School, Pedestrian and Bike	938,552
Traffic Flow and Safety Improvements	2,182,134
Transit Service Enhancements	2,053,083
Totals	<u>\$ 7,050,874</u>

Appropriations and transfers total \$22.7 million in FY 2004. Appropriations are comprised of \$2,016,199 for transit operations, \$10,949,075 for the 4th Street overpass. Transfers include \$7,617,692 to the HURF Fund for Safety and Street Improvements, \$100,000 to the Stormwater Fund from Fourth Street, and \$550,000 to fund FUTS projects in Beautification from Safety and Street Improvements. The combined transportation tax rate for FY 2004 is 0.601%.

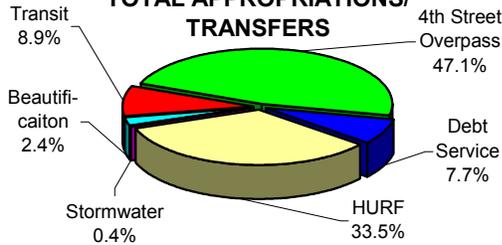
REVENUES/OTHER RESOURCES	
Local Taxes	\$ 7,050,874
Fund Balance	27,275,704
Interest	1,364,000
	<u>\$ 35,690,578</u>



APPROPRIATIONS/TRANSFERS

Transit	\$ 2,016,199
4th Street Overpass	\$ 10,699,075
Debt Service	1,750,000
Transfer-HURF Fund	7,617,692
Transfer-Stormwater	100,000
Transfer-Beautification	550,000
	<u>\$ 22,732,966</u>

**TRANSPORTATION
TOTAL APPROPRIATIONS/
TRANSFERS**



LIBRARY FUND

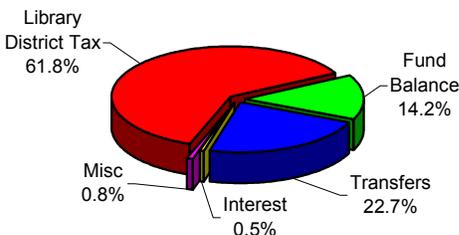
The City operates a joint City-County Public Library with auxiliary programs in outlying county locations and bookmobile services. \$2.5 million of the funding for library operations comes from the library district tax.

During 1997, the County, in concert with the affected entities throughout, developed a new funding formula for the distribution of the tax. The formula provides a base amount for all entities and the distribution of any additional monies as directed by the Library Council with affirmation by the County Board of Supervisors.

REVENUES/OTHER RESOURCES

Library District Tax	\$ 2,460,151
Fund Balance	564,830
Transfers (net)	905,256
Interest	21,000
Miscellaneous	29,000
	<u>\$ 3,980,237</u>

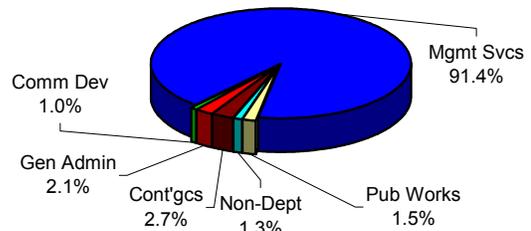
**LIBRARY
REVENUES/OTHER RESOURCES**



APPROPRIATIONS

General Admin	\$ 80,254
Community Development	37,982
Management Services	3,485,990
Public Works	58,427
Water Utility	1,023
Non-Departmental	49,708
Contingencies	100,000
	<u>\$ 3,813,384</u>

**LIBRARY
TOTAL APPROPRIATIONS**



BBB FUNDS

A dedicated 2% Bed, Board and Booze sales tax collected on the services provided by lodging, restaurants and bars, was approved by voters in 1988 with a sunset clause in 10 years and extended by the voters for 15 years in the 1996 general election. The BBB tax approved by voters will expire in 2013. The funds were allocated into the following percentages:

Economic Development	9.5%
Beautification	20.0%
Tourism	30.0%
Recreation	33.0%
Arts & Science	7.5%

Since inception the City has experienced a continual growth of BBB revenues, however FY 2003 estimate is expected to decrease by only 0.7% with hotels representing the greatest decline. Fiscal Year 2004 projections will reflect this decline within its anticipated growth of 2.5%. Activities funded with the revenues have made operating adjustments necessary and these changes will be reflected within each five-year plan.

Beautification Fund: Total resources available for Beautification Fund activities amount to \$3.9 million including carryovers and approved grants. Expenditures from this fund are primarily for capital improvements. (See the CIP Section for project list.) In FY 2004, projects include Route 66, arterial landscaping and neighborhood projects with the assistance of Clean and Green, and city gateways. There are also improvements planned on various Flagstaff Urban Trail links.

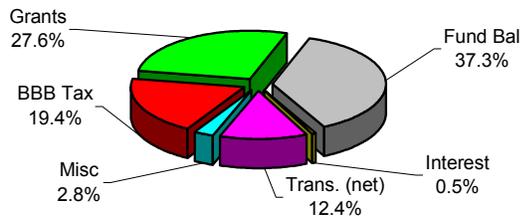
REVENUES/OTHER RESOURCES

BBB Tax	\$	771,458
Grants		1,100,000
Fund Balance		1,483,815
Interest		20,000
Transfers (net)		492,799
Miscellaneous		113,000
	\$	<u>3,981,072</u>

APPROPRIATIONS

Beautification	\$	3,895,116
Reserve		10,000
	\$	<u>3,905,116</u>

**BEAUTIFICATION
REVENUES/OTHER RESOURCES**



Tourism Fund: Total resources available in FY 2004 are \$2.0 million. The total operating budget, including a \$50,000 reserve for contingencies, is \$1.8 million.

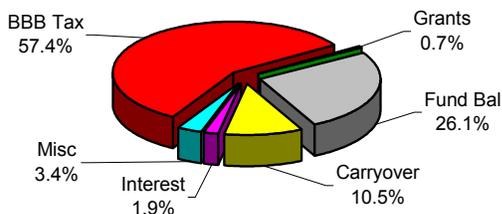
REVENUES/OTHER RESOURCES

BBB Tax	\$	1,157,186
Grants		15,000
Fund Bal, net of Transfers		527,153
Fund Balance for Carryover		211,280
Interest		38,577
Miscellaneous		67,065
	\$	<u>2,016,261</u>

APPROPRIATIONS

General Administration	\$	1,731,683
Reserve		50,000
	\$	<u>1,781,683</u>

**TOURISM
REVENUES/OTHER RESOURCES**



Expenditures include ongoing marketing programs and one-time expenditures for capital. Included in

the budget for Tourism is a strategic plan intended to provide guidance in determining markets, promotion directed at these markets, and measurement tools.

Arts & Science Fund: Total resources available for Arts & Science activities are \$497,574. Expenditures include contributions to local organizations and Art in Public Places. There is \$53,340 available for Art in Public Places that is derived from a 1% allocation from citywide eligible capital project expenditures. Contributions of \$45,000 are administered through the Flagstaff Cultural Partners. Revenues received from the BBB tax are estimated to be \$289,297.

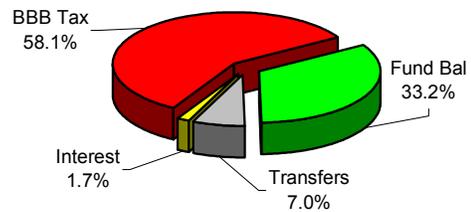
REVENUES/OTHER RESOURCES

BBB Tax	\$	289,297
Fund Balance		165,026
Transfers		35,000
Interest		8,251
	\$	<u>497,574</u>

APPROPRIATIONS

Arts & Science	\$	373,340
Reserve		10,000
	\$	<u>383,340</u>

**ARTS & SCIENCE
REVENUES/OTHER RESOURCES**



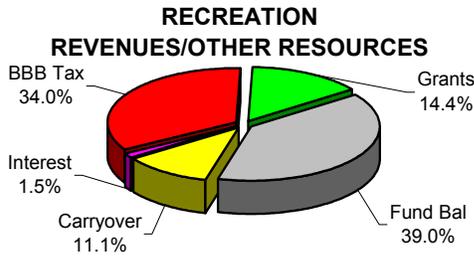
Recreation Fund: Total appropriations in FY 2004 for Recreation Fund activities are \$2.3 million. FY 2004 includes one park and one school field in the construction phase and design work for an aquatics center. Per discussion with City Council in the Spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Because of this decision, a significant increase in Parks maintenance will be funded from these revenues due to the completion of various projects. The Council elected to maintain the property rate at an amount sufficient to maintain the debt service structure of the programmed capital and related maintenance.

REVENUES/OTHER RESOURCES

BBB Tax	\$ 1,300,911
Grants	550,000
Fund Bal, net of Transfers	1,492,121
Fund Balance for Carryover	424,883
Interest	62,000
	<u>\$ 3,829,915</u>

APPROPRIATIONS

Recreation	\$ 2,251,381
	<u>\$ 2,251,381</u>



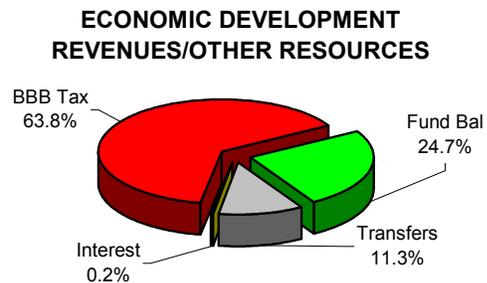
Economic Development Fund: Economic Development is conducted primarily by the Greater Flagstaff Economic Council (GFEC). The City allocates \$317,000 to GFEC, \$100,000 for telecom, \$22,000 for partnership training funds, and \$7,400 for contributions. Business recruitment efforts target industries that conform to both community and environmental values (low water users, low and non-toxic sewer dischargers, good wage/benefit structure, good corporate citizens, home offices).

REVENUES/OTHER RESOURCES

BBB Tax	\$ 366,442
Fund Balance	141,946
Transfers	65,000
Interest	1,339
	<u>\$ 574,727</u>

APPROPRIATIONS

Economic Development	\$ 446,400
Reserve	25,000
	<u>\$ 471,400</u>



OTHER FUNDS

Metropolitan Planning Organization: This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation (ADOT). The MPO has appropriated \$298,126 for this program for FY 2004. This includes operating funds for transportation and transit planning. Transit operating funds are not included in this budget since that service is contracted through Coconino County.

METROPOLITAN PLANNING ORGANIZATION

REVENUES/OTHER RESOURCES

Grants	\$ 298,126
	<u>\$ 298,126</u>

APPROPRIATIONS

General Administration	\$ 298,126
	<u>\$ 298,126</u>

Community Redevelopment Fund: This fund finances activities in conjunction with the CDBG program and affordable housing activities. There is \$2.4 million appropriated to this activity for FY 2004.

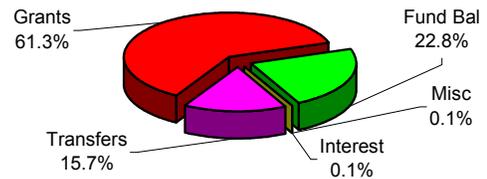
REVENUES/OTHER RESOURCES

Grants	\$ 1,463,261
Fund Balance	545,036
Interest	1,500
Miscellaneous	1,946
Transfers	375,400
	<u>\$ 2,387,143</u>

APPROPRIATIONS

Community Development	\$ 2,380,271
	<u>\$ 2,380,271</u>

COMMUNITY REDEVELOPMENT REVENUES/OTHER RESOURCES

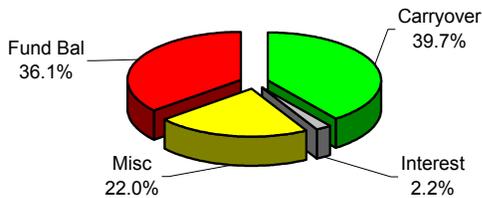


Real Estate Proceeds: The Real Estate Proceeds fund is currently restricted to the purchase of real estate. The appropriations total \$685,000. Expenditures in this fund are for acquisition of open spaces.

REVENUES/OTHER RESOURCES	
Fund Balance	\$ 486,900
Fund Balance for Carryover	535,000
Interest	30,350
Miscellaneous	297,000
	<u>\$ 1,349,250</u>

APPROPRIATIONS	
Non-Departmental	\$ 685,000
	<u>\$ 685,000</u>

REAL ESTATE PROCEEDS REVENUES/OTHER RESOURCES



UTILITIES FUND

The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital. Total appropriations for the Utilities Fund are \$30.3 million. Resources include \$18.8 million in utility user fees and \$2.0 million in fund balance carryforward.

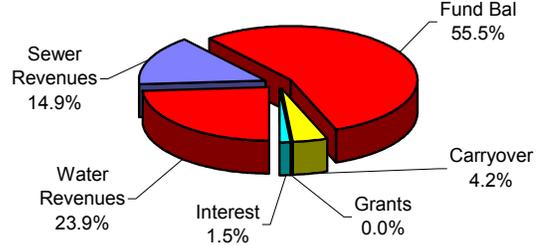
Water Operations: Total appropriations relating to direct costs for the water operations are \$16.1 million. Water fees are the major source of revenue supporting water operations. Bond funds support well development. Revenue estimates total \$10.2 million for water sales. The revenue estimates reflect a 2% factor, due to customer base increases and consumption changes. No rate increase is anticipated for FY 2004.

Wastewater Operations: Total appropriations relating to the direct costs for the wastewater operations are \$11.2 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total \$6.0 million in wastewater service charges.

Revenues are estimated to increase 2% due to growth of the customer base and consumption.

REVENUES/OTHER RESOURCES	
Water Revenues	\$ 11,552,112
Sewer Revenues	7,231,596
Fund Balance	26,844,529
Fund Balance for Carryovers	2,042,154
Grant Revenue	10,000
Interest	722,000
	<u>\$ 48,402,391</u>

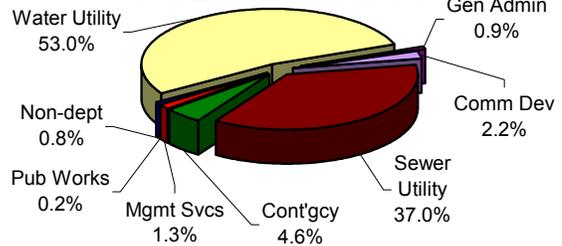
UTILITIES REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Administration	\$ 285,354
Community Development	665,796
Management Services	396,183
Public Works	64,058
Non-departmental	229,328
Water Utility	16,063,286
Sewer Utility	11,208,885
Contingency	1,400,000
	<u>\$ 30,312,890</u>

UTILITIES TOTAL APPROPRIATIONS



ENVIRONMENTAL SERVICES FUND

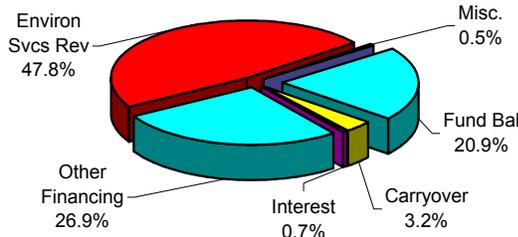
Total financial resources are \$16.1 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, environmental, and commercial recycling) with different rates for each category based on cost of service.

Currently, the existing landfill rate structure provides cost recovery for ongoing operations as well as provisions for funding replacement equipment; closure and regulatory compliance costs related to mitigation of environmental contamination and/or degradation; and for future site requirements. Based on current estimates for closure and post-closure landfill costs, the City is setting aside legally restricted funds to insure sufficient funds will be available to meet these requirements.

REVENUES/OTHER RESOURCES

Environmental Svcs Revenue	\$ 7,721,424
Miscellaneous	80,474
Fund Bal, net of Transfers	3,368,843
Fund Balance for Carryovers	518,000
Interest	108,000
Other Financing Sources	4,350,000
	<u>\$ 16,146,741</u>

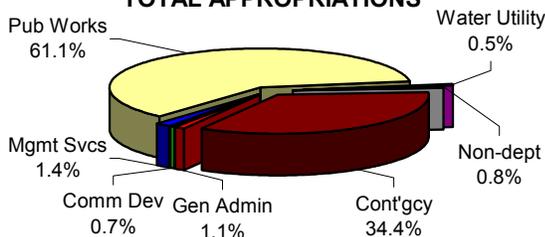
ENVIRONMENTAL SERVICES REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Administration	\$ 152,264
Community Development	99,022
Management Services	186,687
Public Works	8,349,164
Water Utility	68,266
Non-departmental	115,030
Contingency	4,690,000
	<u>\$ 13,660,433</u>

ENVIRONMENTAL SERVICES TOTAL APPROPRIATIONS



AIRPORT FUND

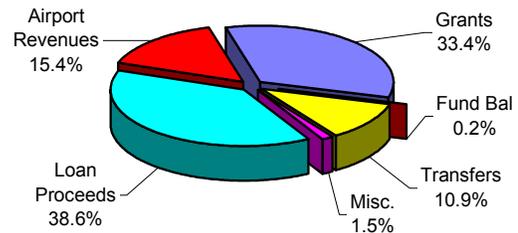
Pulliam Airport is located four miles south of downtown Flagstaff and is operated 17 hours per day, seven days each week and offers five daily flights to Phoenix. Total appropriations are \$6.5

million: \$1.2 million for operations, \$297,672 for debt and \$5.0 million in capital outlay. Primarily FAA and ADOT grants will fund the capital improvements. The general fund will continue to subsidize operations at \$449,000 this year with an additional \$60,000 for capital improvements including matching funds for grants. The subsidy for operations decreased by \$141,000, which is primarily due to a new terminal lease and the ability to apply indirect cost to grants under OMB A-87. This year, of the \$5.0 million in capital improvements, FAA and ADOT are funding \$2.2 million and lease proceeds are expected to fund \$2.5 million. The secondary property tax fund will transfer \$202,672 to cover debt service not paid with passenger facility charges.

REVENUES/OTHER RESOURCES

Airport Revenues	\$ 1,008,732
Grants	2,186,708
Fund Balance	15,367
Transfers	711,672
Miscellaneous	99,261
Lease/Loan Proceeds	2,524,144
	<u>\$ 6,545,884</u>

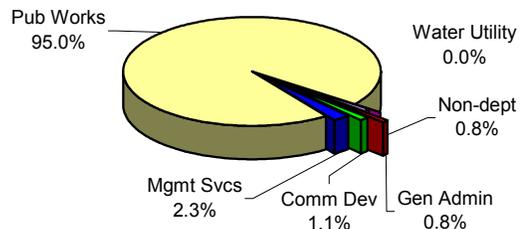
AIRPORT REVENUES/OTHER RESOURCES



APPROPRIATIONS

General Administration	\$ 51,638
Community Development	72,839
Management Services	149,072
Public Works	6,207,086
Water Utility	1,037
Non-departmental	48,704
	<u>\$ 6,530,376</u>

AIRPORT TOTAL APPROPRIATIONS



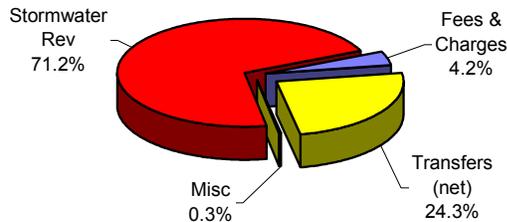
STORMWATER FUND

The Stormwater fund was initiated as a response to enhanced NPDES stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that met current minimum NPDES standards. Stormwater fees to both residential and commercial customers are stepped based on every 1,500 square feet of impervious area with the average monthly billing estimated at \$1.06. Total revenues/other resources include one-time transfers of \$60,000 from the general fund to complete the consultant work associated with initial implementation and \$175,000 from HURF and transportation for the 6th Avenue detention basin. The total appropriations of \$710,094 fund both operational and capital components.

REVENUES/OTHER RESOURCES

Stormwater Revenues	\$	507,000
Fees & Charges		30,000
Transfers (net)		173,000
Miscellaneous		2,000
	\$	<u>712,000</u>

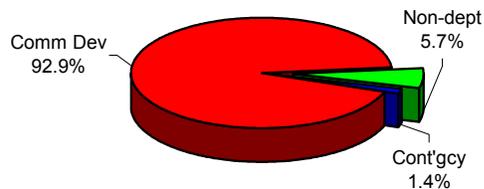
STORMWATER REVENUES/OTHER RESOURCES



APPROPRIATIONS

Community Development	\$	659,534
Non-departmental		40,560
Contingency		10,000
	\$	<u>710,094</u>

STORMWATER TOTAL APPROPRIATIONS



REVENUES

Historical Trend Information for Select Revenues

GENERAL FUND

PROPERTY TAX RECEIPTS CURRENT, PRIMARY

Legal Authority: Arizona Revised Statutes Section 42-45 (B) based on the State Constitution Article 9, Section 18

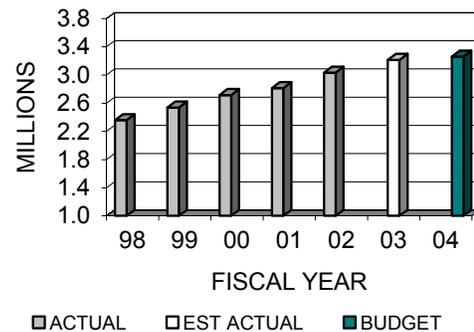
Description: The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Coconino County Assessors' Office.

Receipts from primary property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase to 2% plus the amount generated by construction. However, this legal restriction has no impact on the City, as the City has only levied 41% of its maximum allowable levy.

PRIMARY PROPERTY TAX

FY:	AMOUNT	% CHANGE
97-98	\$ 2,359,405	7.2%
98-99	2,539,135	7.6%
99-00	2,715,788	7.0%
00-01	2,814,219	3.6%
01-02	3,033,114	7.8%
02-03	3,215,548	6.0%
03-04	3,261,616	1.4%

PRIMARY PROPERTY TAX



Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The projected increase for FY 2004 anticipated collections are twofold: new construction of 2.0% and increased assessed values on existing properties of 2.1% due to reassessments, net of a 3% delinquency factor.

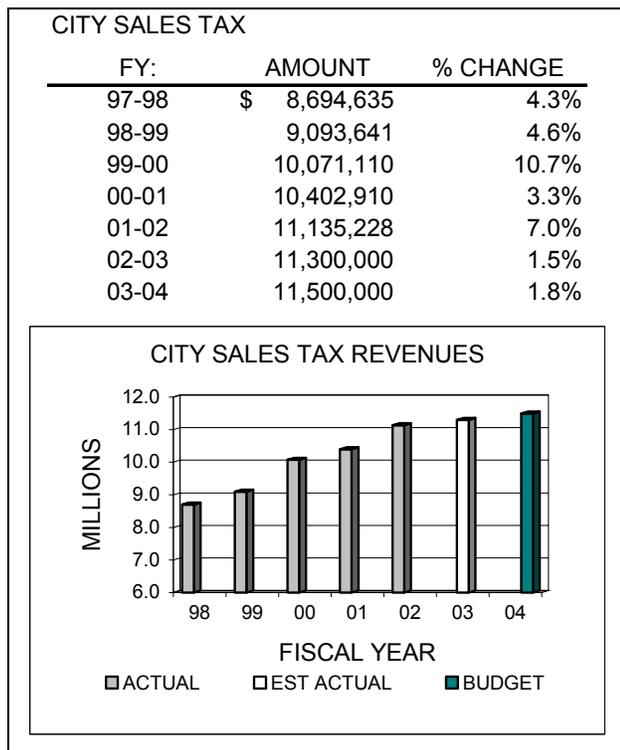
Receipts from secondary property taxes are deposited in the Debt Service Fund and can only be used to repay general obligation debt. No annual limitations apply, as this rate is determined by the requirements of the debt repayment schedule.

CITY SALES TAX (TRANSACTION PRIVILEGE TAX)

Legal Authority: City Code, Title 3, Chapter 5, (Ordinance 1491)

Description: The single largest revenue source for the City is obtained from a 1% tax on the sales of goods. The sale of food for home consumption is exempted from the tax. Additionally, there is also a 2% tax on hotels, restaurants and bars (BBB Tax).

The 1% portion is designated as General Fund revenue to support activities and services provided by the City government. The City has designated the 2% BBB Tax for enhancements related to beautification, economic development, tourism, arts and sciences, and recreation. (The BBB Tax revenues are shown separately on a following page.



Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. These numbers are sales tax revenues only; audit assessments and penalty and interest revenues are combined with these numbers on schedule 3. The increase in

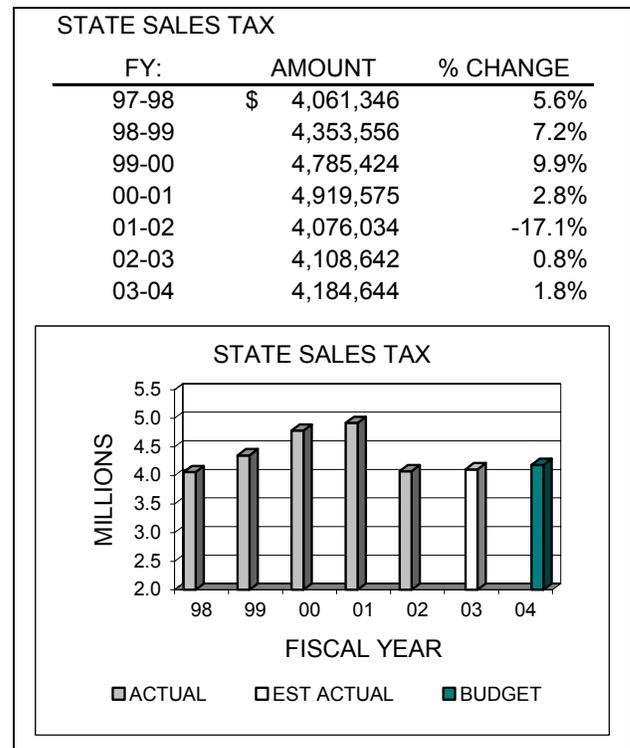
revenues for FY 2003 was driven by increases in construction and auto sales. Zero percent financing for new auto sales continued to accelerate sales. Construction has enjoyed a strong year with an increase in residential and commercial projects. The revenue projection for FY 2004 anticipates a flattening of auto sales and a general increase of 2% to 3% in the other sectors of the local economy.

STATE SALES TAX

Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D)

Description: A half-cent (.5%) portion of the five-cent (5%) State Sales Tax collected is divided among the State's cities and towns based on population. These revenues can be used for any municipal purpose and, therefore, are deposited in the General Fund to support activities and services provided by the general government.

Listed are the past five years of actual revenues. The estimated revenues for FY 2003 and the estimated amount for FY 2004 are also shown. The sales tax revenue projected for FY 2004 reflects a nominal increase statewide. The state economy is slowly recovering from economic setbacks experienced in FY 2002; however, the recovery period is expected to take 18 to 48 months.



STATE INCOME TAX (REVENUE SHARING)

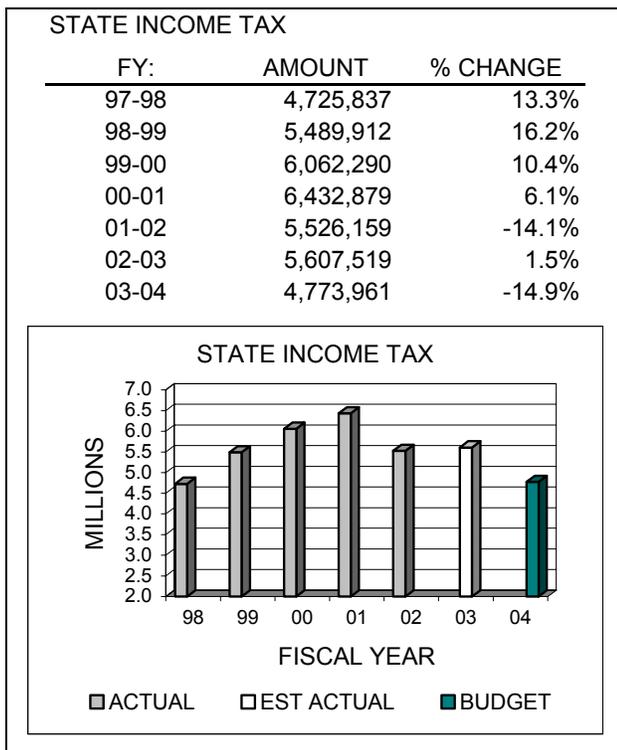
Legal Authority: Arizona Revised Statutes Section 43 - 244 (B)

Description: The City shares in 15.8% of the State income tax collected based on the population of the cities and towns as reported in the 2000 Census. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

The FY 2002 reduction is a direct result of the 2000 Census count, which was 10,000 less than previously projected.

The large decrease in FY 04 is due to the State receiving less revenue from income tax than previously estimated. All cities have received a proportionate decrease.

Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The League of Arizona Cities and Towns provides the revenue estimates for FY 2004.



FRANCHISE TAX

Legal Authority: Flagstaff Charter and City Code Article XII

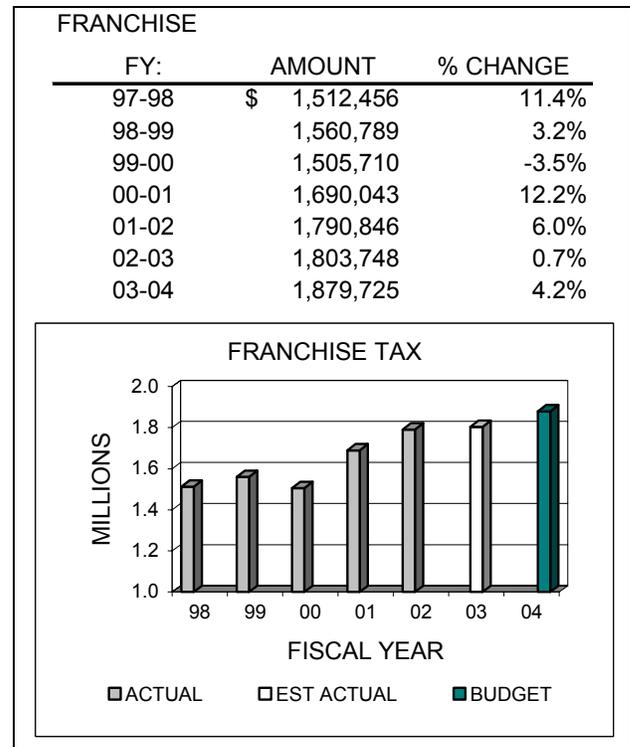
APS: Ordinance 360 (expires 8-21-2011)

Citizens Utility Co.: Ordinance 1879 (expires 10-3-2020)

US West, MCI, US Sprint, Central Corp, and A T & T: Ordinance 585. The City just has an agreement with Flagstaff Cablevision that expires 12-30-2000.

Description: A 2% tax from utility companies--Arizona Public Service and Citizens Utilities--is credited to this account. The City also receives a franchise tax from Qwest Telephone Co., A T & T, Flagstaff Cablevision, MCI, US Sprint, and Central Corp; these entities are currently taxed at 2% except Flagstaff Cablevision that is taxed at 3%.

Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The growth rate for Franchise Tax revenue for FY 2003 was less than FY 2002 because the spike in natural gas prices felt in 2002 has subsided. The anticipated growth rate in FY 2004 reflects a normal growth in natural gas sales as well as a continued steady growth in the long distance telephone carriers.

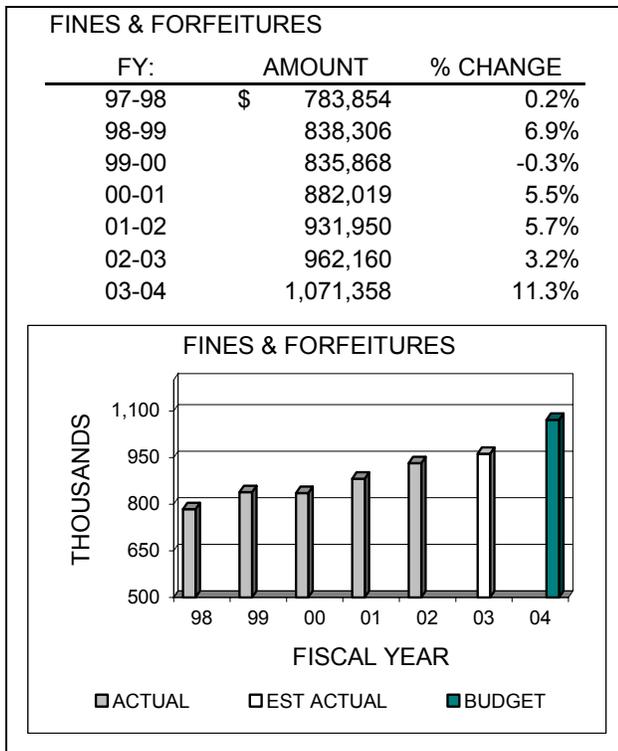


FINES & FORFEITURES

Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure
 City Code, Title 1, Chapter 15, Section 8

Description: Revenues are derived from a multitude of fines and forfeitures that relate to fines ordered by the court magistrates and administrative charges for Traffic School. Other miscellaneous fees allowed include court reimbursements and court collection fees.

Listed the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The increase in FY 2004 is due to the revision of fines charged through the Court.

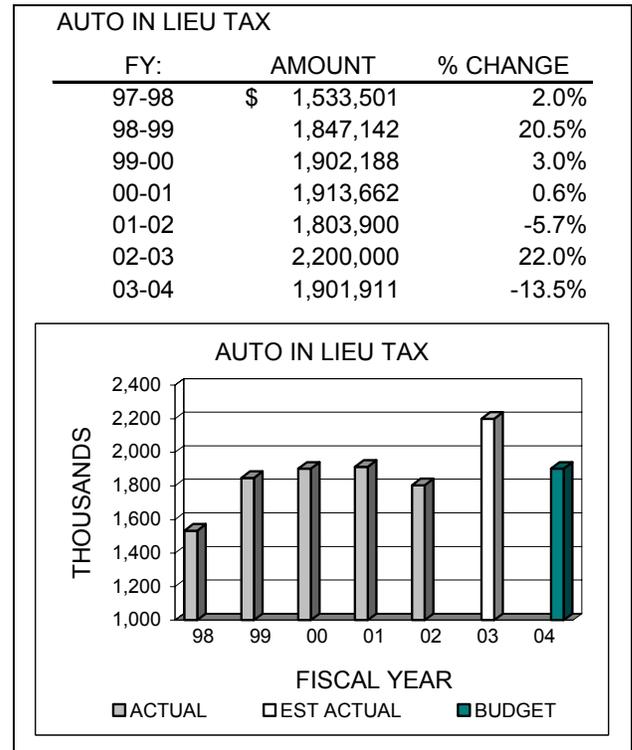


AUTO IN LIEU TAX

Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c)

Description: Twenty-five (25) percent of the net receipts from vehicle licensing collected by the State is returned to the cities and towns of licensing origin. The distribution is based on population in proportion to total population in incorporated areas. This revenue source can be used for any municipal purpose; therefore, revenues are deposited in the General Fund to support services and activities of the general government.

Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. Revenues decreased in FY 2002 due to the State of Arizona reapportioning revenue to Yavapai County for citizens in Sedona previously counted in Coconino County. A three-year retroactive repayment plan has been initiated. The two-year sales boost in auto sales as a result of 0% financing has boosted receipts for FY 2003.



BED, BOARD & BOOZE TAX

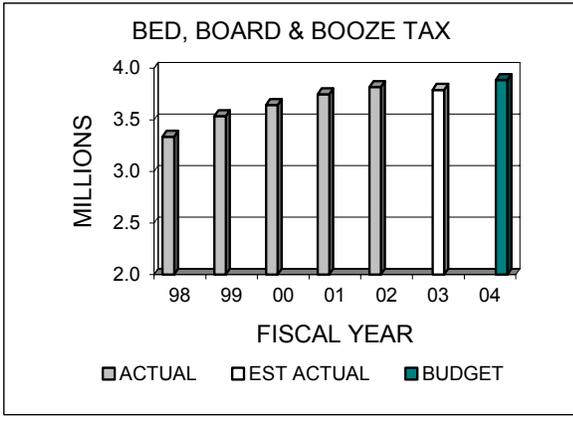
Legal Authority: Ordinance 1902, Approved by voters March 1996, extended by vote to March 31, 2013.

Description: An additional city sales tax of 2% is charged on the services of hotels, restaurants and bars. The City has designated all of these revenues for the purposes of enhancing beautification, tourism, economic development, recreation, and arts & sciences.

Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The slight decrease in FY 2003 estimate is related to economic conditions of the City and State. The BBB Revenue projection for FY 2004 reflects a moderate increase of 2.5%.

BBB

FY:	AMOUNT	% CHANGE
97-98	\$ 3,335,957	1.7%
98-99	3,536,805	6.0%
99-00	3,644,822	3.1%
00-01	3,747,822	2.8%
01-02	3,817,028	1.8%
02-03	3,790,531	-0.7%
03-04	3,885,294	2.5%



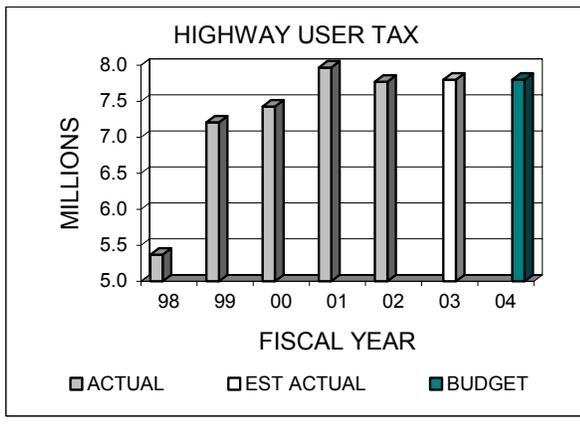
STREET FUND

HIGHWAY USER TAX

Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (For method of distribution see ARS 28-1598 (D.3))

HURF

FY:	AMOUNT	% CHANGE
97-98	\$ 5,371,446	-8.2%
98-99	7,207,158	34.2%
99-00	7,427,210	3.1%
00-01	7,969,703	7.3%
01-02	7,771,416	-2.5%
02-03	7,800,000	0.4%
03-04	7,800,000	0.0%



Description: The proceeds from the State-shared motor vehicle fuel tax (currently 16 cents per gallon, of which cities and towns share in 13 cents per gallon) are distributed by the State to cities and towns by a compromise formula. Fifty percent of the distribution is based on point of origin for the sale of gasoline. The remaining fifty percent is based on population in proportion to total population for incorporated towns and cities.

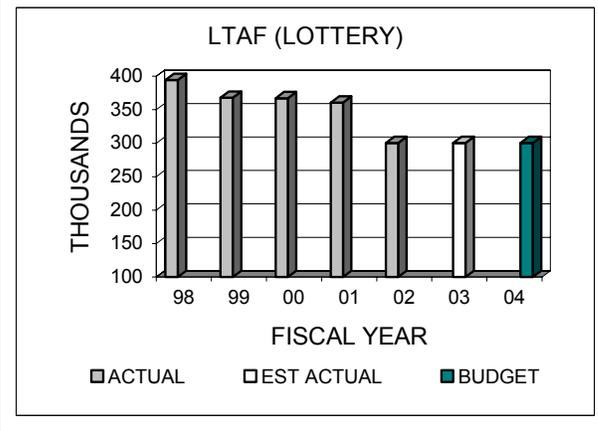
Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The significant increase in FY 1999 revenues represents an adjustment for gallons that were reported in Maricopa County that should have been in Coconino County. The slight decrease of FY 2002 revenue reflects census population numbers. These revenues were not as severely impacted as other shared revenues due to local strong sales of gasoline that is a significant factor in revenue distribution.

LOCAL TRANSPORTATION ASSISTANCE

Legal Authority: Arizona Revised Statutes Sections 5 - 522, 40 - 1101, and 40 - 1102

LTAf

FY:	AMOUNT	% CHANGE
97-98	\$ 394,318	7.6%
98-99	367,911	-6.7%
99-00	367,461	-0.1%
00-01	360,806	-1.8%
01-02	300,246	-16.8%
02-03	300,246	0.0%
03-04	300,246	0.0%



Description: A portion of the lottery monies is distributed to cities and towns. Distribution is based on the population of a city as compared to the total populations of all the cities and towns. These funds

must be used for transportation systems including street and highway projects and transit programs.

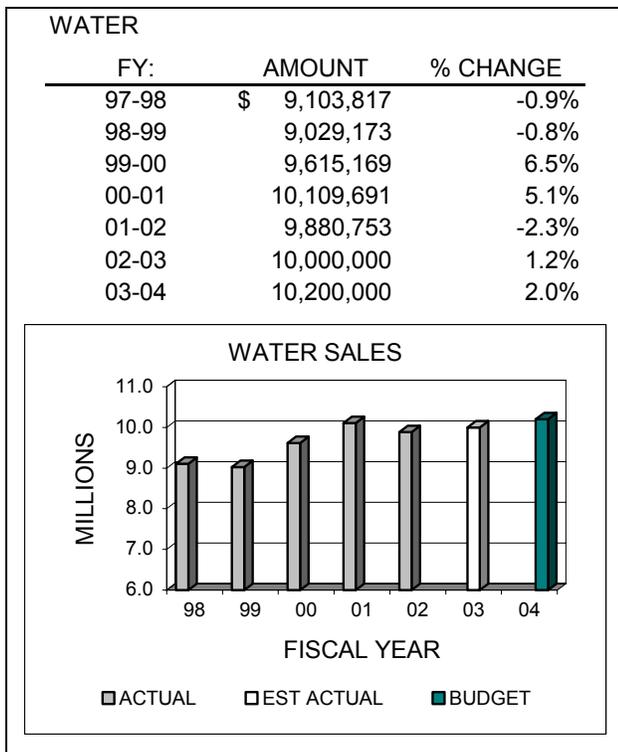
Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The City is eligible for monies from the Powerball Lottery game; however, this program has only reached the revenue thresholds that resulted in distribution to the Cities in FY 1998. The State lottery dollars are capped. Decreases reflect population changes due to census enumeration.

ENTERPRISE FUNDS

WATER SALES

Legal Authority: City Code, Title 7, Chapter 3, Section 11

Description: The principal revenue for operating and managing the City's water system is derived from rates and charges for water services. Monthly water bills consist of a base charge for the amount of water consumed with an inverted rate structure for consumption levels above the base amount so as to encourage water conservation practices. The rates for each customer class are reviewed annually to assure adequate user charges; proposed rate changes effectuate in January.



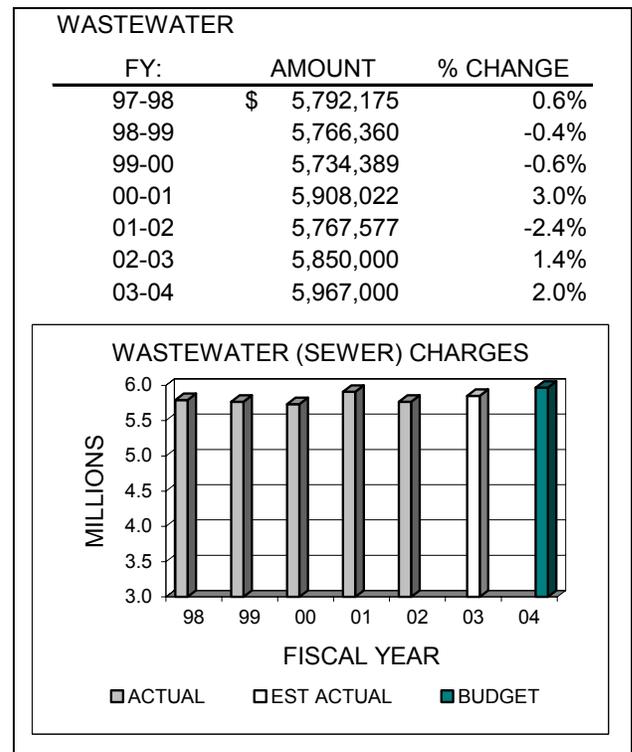
Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown.

for FY 2004 are also shown. The revenue estimates reflect a 2% factor due to population and consumption changes. The flat revenues between FY 1997 and 1999 reflect a reduction in the consumption per household. New building code requirements for low flow fixtures and the City's toilet rebate programs are contributing factors to this decline. The decrease in FY 2002 is because of water restrictions due to a drought year. No rate increase is projected in FY 2004.

WASTEWATER SERVICE CHARGES

Legal Authority: City Code, Title 7, Chapter 2, Section 39

Description: The principal revenue for operating and managing the City's wastewater system is derived from revenues generated from wastewater (sewer) rates and user charges. Both residential and commercial customers are charged on the basis of water consumption. Residential customer charges are based on average water consumption for the proceeding winter months (Dec-Mar). All other customers are billed based on actual monthly water usage unless they can measurably separate which quantity of water does not reach the wastewater system.



Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The slight decrease in FY 2002 is due to water restrictions. The revenue

projections include a 2.0% factor due to population and consumption changes.

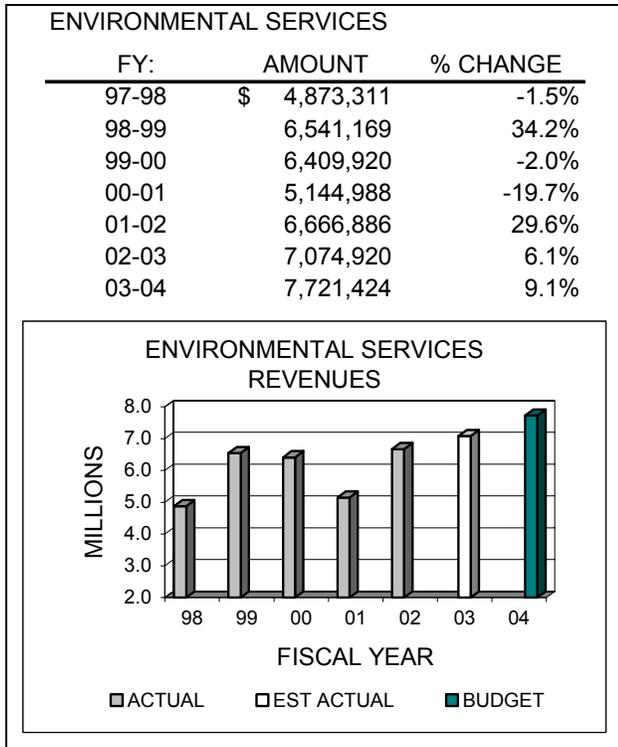
ENVIRONMENTAL SERVICES

Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9

Description: Environmental Services disposal service revenue is comprised of solid waste collection charges, hoist and haul fees, landfill dumping charges, inert materials landfill fees, environmental service fees, and residential and commercial recycling. Service charges for residential and commercial customers are based on size of container and frequency of pickup. Hoist and haul is based on a cost per pull plus tonnage. Receipts from fees charged for dumping at the City Landfill are based on tonnage. The environmental service fee is a fixed monthly charge.

Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown.

The increase in revenues for FY 2004 represents a rate increase related to residential and commercial collection, an environmental service fee, and a landfill rate increase.

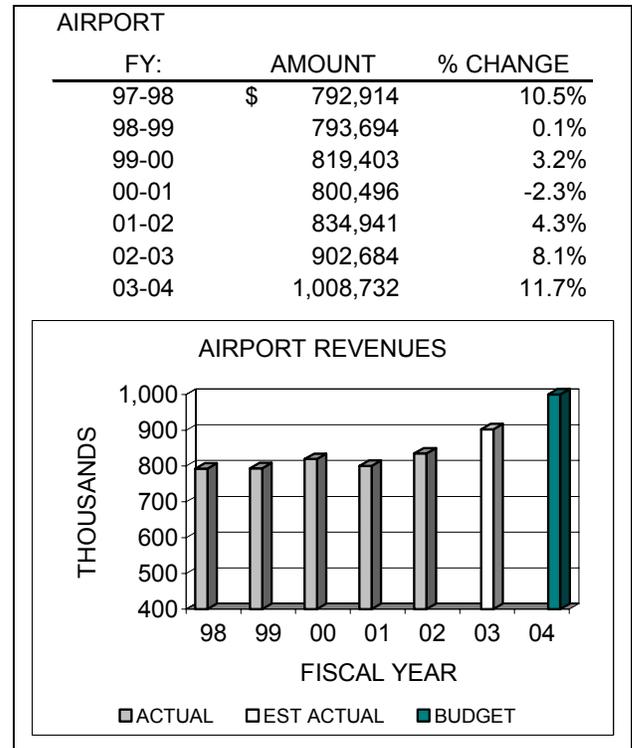


AIRPORT

Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8

Description: Airport revenue is derived from the rental of airplane hangars, tiedowns, tiedowns with electricity, and shades rented to various individuals and vendors. Landing fees are charged at a rate of \$1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession and advertising fees. Revenues are collected from the sale and storage of aviation fuel. A \$3 PFC charge is collected from the ticket sales of passengers embarking from Pulliam.

Listed are the past five years of actual revenues. The estimated receipts for FY 2003 and the budget for FY 2004 are also shown. The increases from FY 2002 through FY 2004 are mainly due to a new terminal lease, growth in ground leases, and auto rental revenues.



CAPITAL BUDGET

RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGET

The Five-Year Capital Improvement Plan (multi-year, long-range study of construction and/or acquisition of high cost items with an extended useful life) is prepared separately from the Annual Budget and Financial Plan (focus on municipal service delivery programs which generally are of an on-going nature), however, the two processes are interrelated.

The operations and maintenance of major capital facilities and infrastructure can significantly impact the operating budget and, must be considered prior to approval and commencement of acquisition of a particular capital asset. In the capital improvement plan for the City, various components have greater impact on the operating budget than other elements and, may even override operating budget constraints, e.g., mandatory environmental regulatory compliance.

The Water and Wastewater Enterprise Fund's revenue structure is sufficient to meet existing and future impacts of capital, operating requirements including environmental sanctions and debt. Proposed, as well as existing, debt service is included because the changes in debt service requirements must be built into the rate models in determining what, if any, rate increases are required each year. The rate model was updated in 2003 and no increases in revenues are required based on information and system demands known today. An additional customer class was added to the wastewater rate structure and capacity charges will be increased over time.

The Highway User Revenue Fund designates a portion of State distributions to the pavement maintenance program. The program is important in order to keep roadways in good condition and not allow significant deterioration. An additional component of the maintenance program is funding for ADA compliance for curb cuts, curb returns, and deteriorating sidewalks. The major impact on street maintenance is the addition of roads from private development. The Streets division has maintained level staffing through the investment in new, more efficient equipment.

BBB projects will have a significant impact on operating budget requirements. Streetscaping and FUTS trail maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscaping

projects to keep maintenance costs as low as possible. The planned completion of several parks projects constructed in conjunction with the Parks and Recreation bond program require a major increase in the Parks maintenance budget. City Council has determined that any increased maintenance costs associated with the bond projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

CAPITAL IMPROVEMENT PLAN

What is a Capital Improvement Plan?

A Capital Improvement Plan is a multi year, long range study of the construction and/or the acquisition of high cost assets that have an extended useful life usually greater than five years. A long-range plan is needed because of the lead times required to adequately finance, design and/or plan, budget, and implement construction or acquisition of the capital project needs of a community.

Planning in one or two-year increments has proven to be inadequate because of the complexity of projects and the public input process, as well as the design time needed for engineering plans, specifications, and right-of-way acquisition.

Typically, the development of the Capital Improvement Plan requires coordination between the budget function and engineering because of the impact of constructed capital projects on the operating budget. For example, bond funds might be used to construct a branch library. However, once construction is completed, the library must be staffed, utility bills must be paid, and the facility must be cleaned and maintained. Therefore, an effective capital improvement plan should always be viewed in context of its impact on the operating budget.

What does a CIP provide?

- **Cash management capabilities.** The dollars expended on Capital Improvement Plans in jurisdictions experiencing substantial growth or revitalization will often comprise 40% or more of the total budget. By reviewing the sources and uses of funds on a project basis and within the context of the entire CIP, as well as the related cash flows, a jurisdiction can maximize its investment earnings.
- **Debt management.** A CIP allows a jurisdiction to plan the financing requirements and the debt

repayment schedule to allow for current and future needs relative to debt service capacity.

- **Expenditure controls.** Funds are expended as they were intended to be spent. The appropriations figure becomes the project management budgets. It is typical for most jurisdictions in their process to budget a 15% to 20% overhead factor to cover engineering and design costs as well as to provide for contingencies.
- **Budgetary controls.** Operating cash flow projections on a project basis serves as a check and balance on a project's progress both in terms of the time schedule and expenditures to date compared with percentage completion.
- **Minimize disruption to citizens.** By looking at the overall impact of the proposed CIP in any given year, the disruption of services or inconvenience imposed by construction activity in a locale can be kept to a minimum. For example, citizen complaints can be minimized by not scheduling the chip sealing of a major arterial street concurrently with ongoing construction on immediately adjacent streets. Additionally, a comprehensive review of multiple projects to ensure adequate coordination can minimize multiple disruptions in a given area.

FY 2004 CAPITAL IMPROVEMENT PLAN

The City budget for FY 2004 includes 88 capital improvement projects totaling \$63.9 million. This amount includes \$16 million in carryover items that have been budgeted. Project funding is comprised of the following: \$3.5 million in grants primarily for airport improvements, affordable housing, street construction, beautification projects and parks construction; \$15 million in existing general obligation (G.O.) bonds for Fourth Street overpass and park improvements; \$45.4 million in operating funds that include street maintenance and improvements, flood control, land acquisition, FUTS and Streetscapes and water and wastewater improvements.

A separate Capital Budget and Capital Improvement Plan (Five-Year) will be prepared from the Annual Budget biannually. Detail project descriptions including location, justification, planning document references, operating impact, and funding and expenditure data are provided for all funded projects.

General Government – Eleven projects are scheduled for FY 2004 for a total of \$11 million. Operating funds will include financing for Rio de Flag

flood control, facility needs/land acquisition, ADA compliance in city facilities, and Redevelopment \$3.6. (See CIP Section for project listing).

Streets/Transportation – The City currently has 575 miles of paved streets, as well as an additional 10 miles of alleys and 14 miles of unpaved streets. Three major programs are funded in the CIP for the City's streets and related infrastructure. These include an annual maintenance program of chip seal and overlay to extend the useful life of the existing street system; a streets/arterial improvement program to bring streets into current standards or widen to meet existing and anticipated traffic flow patterns; and capital projects including the Sunnyside street improvements Soliere Avenue extension to Fourth Street, the widening of Country Club, various Safe to School projects and the start of the East gateway road projects. There are a total of 19 Streets Transportation projects scheduled at a budgeted cost of \$29 million. HURF funds \$7.1 million, Transportation Tax funds are \$7.6 million and \$350,000 in Grant Revenues, \$10.7 million in Bonds and \$3.2 million in contributions.

BBB Funds – Projects include Beautification, Tourism and Recreation funding. These projects include Route 66 landscaping, a contribution to ADOT for traffic interchange landscaping, FUTS trails, and various park improvements. This year Federal and State grants will provide funding of \$1.6 million. Twenty-four projects are scheduled at a budgeted cost of \$6.2 million for FY 2004. (See CIP Section for project listing).

Utilities – Major projects for Water production and distribution include \$2.3 million for Phase 2 & 3 to replace and upgrade infrastructure in the Sunnyside neighborhood and \$1.5 million for a new town well. Major projects for Wastewater plants and collection include \$1.9 million for Wildcat plant improvements and reclaim water line improvements. The Utilities fund has set aside funds in both water and wastewater for potential system optimizing improvements; these may include additional automation systems. The Five-Year CIP also includes three replacement and upgrade projects to the water distribution system. Fifteen water projects and 12 wastewater projects are scheduled at a combined budget of \$12.6 million for FY 2004. (See CIP Section for project listing).

Airport Fund – Four projects are scheduled at a budgeted cost of \$3.9 million for FY 2004 and the program focus is on expansion of airside infrastructure. The major project is the design and construction of box hangars and shade. State and Federal grants fund \$1.3 million of the program. Proceeds from the sale of airpark property will be

used to match State grants. (See CIP Section for project listing).

Environmental Services Fund – The Five-Year CIP for landfill operations provides for the expansion of the existing landfill site to extend its useful life from 12 years to 50 years. This year’s CIP includes setting aside money for landfill closure and construction of a site entry for the Materials Recovery facility. Two projects are scheduled at a budgeted cost of \$820,000 for FY 2004. (See CIP Section for project listing).

Stormwater Fund – As the Stormwater Fund was initiated to begin July 2003, only one capital project has been funded—the 6th Avenue detention basin for \$215,000. (See CIP Section for project listing).

CAPITAL PLAN IMPLICATIONS

For a community to continue to grow and prosper, capital improvement needs must be balanced with the burden placed on its citizens to fund them. Therefore, the capital improvement program is evaluated in terms of its impact on a variety of factors such as property taxes, utility rates, and entering into other long-term commitments, i.e., affordability factors.

Property Tax: Servicing general obligation debt over the previous five years is shown in the Community Profile section. The table shows that debt as a percentage of assessed valuation has not fluctuated significantly and per capita debt has actually declined.

Utility Rate Structure: The Utility Rate Analysis, updated in the Spring of 2003, provides for major capital improvements, additional bond funding, and increased operating costs. No rate increase is recommended to meet these demands.

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision and renewed the tax an additional fifteen years in March 1996. Capital projects currently underway include streetscaping along corridors, and the FUTS (Flagstaff Urban Trail System), and numerous parks and recreation projects.

Transportation Taxes: On May 16, 2000, the voters also approved a 0.51% transportation tax for twenty years that supports four major transportation issues. The four major areas undertaken are: the 4th Street Overpass; Safe to School/Pedestrian/Bike; Traffic Flow and Safety Improvements; and Transit Service Enhancements. Through scheduled increases approved at the time of the election, the transportation tax is at 0.601% as of July 1, 2003.

DEBT

DEBT CAPACITY

Flagstaff continues to experience steady, yet moderate increases in assessed valuations. The City’s legal debt margin, shown below, demonstrates adequate capacity to complete the capital improvements planned for the next five years. There is an additional \$1.1 million in GO Bond Authorization for park construction. The City issued \$3.1 million in FY 2003. It is not anticipated to issue the balance.

General Obligation Debt	
July 1, 2003	
20% Limitation (Water, Sewer, Lighting, Open Spaces, and Recreation Purpose Bonds)	
Assessed Valuation	<u>\$ 464,257,886</u>
Allowable 20% Debt	\$ 92,851,577
20% Debt Outstanding	<u>(26,282,849)</u>
Allowable Debt Margin	<u>\$ 66,568,728</u>
6% Limitation (All Other General Obligation Bonds)	
Assessed Valuation	<u>\$ 464,257,886</u>
Allowable 6% Debt	\$ 27,855,473
6% Debt Outstanding	<u>(4,160,000)</u>
Allowable Debt Margin	<u>\$ 23,695,473</u>

CURRENT DEBT POSITION

The City’s underlying bond rating for general obligation bonds is presently "A+" by Standard & Poor’s Corporation and "Aa3" by Moody’s Investor Services representing an upgrade from A1. In assigning a rating to bond issuance, the rating agencies analyze several factors to determine an entity’s ability to repay its debt. Some of these factors are described in the following text.

Economic factors reviewed include measures of growth such as: population and housing demographics; employment base; unemployment rate; competitiveness of services provided by the governmental entity with surrounding jurisdictions;

and vulnerability to revenue streams dependent on economy, e.g., sales taxes and delinquency rates on property tax collections. The City is well positioned because of its location and the diversity of its economic base.

Financial performance factors focus on the entity's ability to maintain a balanced budget regardless of economic circumstances. Ongoing expenditures should be supported by recurring revenue streams without reliance on one time revenue sources, e.g., asset seizure funds or fund balance. Maintaining a fund balance of 10% of budgeted appropriations is indicative of sound financial management practices.

Debt factors analyzed include indebtedness trends, debt history, current debt burden, and debt repayment schedules. The economic feasibility and need for projects financed with debt are also evaluated, as there is a correlation between perceived benefit received and ability or willingness to repay debt. The history of past voter approved bond authorizations is evaluated as an indicator of taxpayer willingness to repay debt, as well as the amount of overlapping debt imposed on the taxpayer. Development of a long range capital improvement plan is a primary method of planning for future debt needs and is a meaningful way of demonstrating budgetary and fiscal controls.

Administrative factors reviewed include the professionalism of the administration relative to budgetary policies and practices, financial reporting and results of independent audit, and effective management practices. Debt limitations, tax rate and levy limitations and unused debt margins are also assessed. Focus on management capabilities includes personnel turnover, labor relations, and legal and political constraints evident in the organizational structure. Finally, assessment procedures are reviewed and property valuations are trended and analyzed.

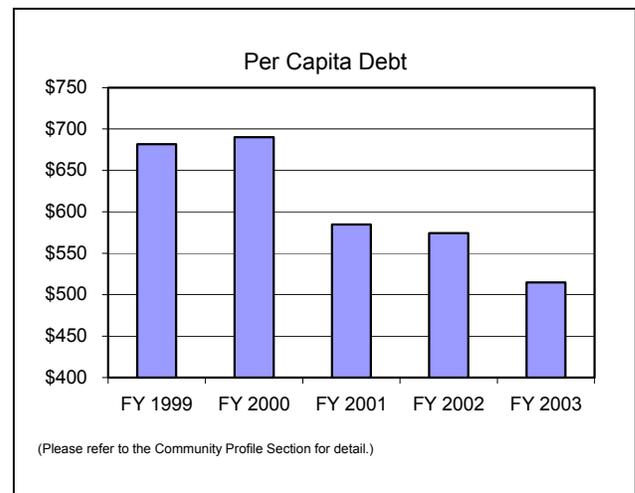
Quality of Life factors include the physical, environmental, and social/cultural amenities of a community, which enhance the desirability as a place to live and thereby add to the valuation of the tax base.

DEBT SERVICE

At July 1, 2003, the total actual indebtedness is \$60.1 million and proposed outstanding indebtedness of the City is \$88.1 million. FY 2004 annual debt payments are projected to be \$10.9 million. Under current state statutes, the City's General Obligation bonded debt issuances are subject to a legal limitation based on 6% of assessed valuation of real property for general

purposes, e.g., buildings, land acquisition, street and highway construction and a limitation of 20% on assessed valuation of real property for public works projects, e.g., water, sewer, sanitation, parks, and open space. At the start of the fiscal year, July 1, 2003, the City's 20% general obligation debt of \$26,282,849 is well below the legal limit of \$92,851,577. The City's 6% general obligation debt of \$4,160,000 is also well below the legal limit of \$27,855,473. The following table illustrates the total actual indebtedness through the life for all currently outstanding debt.

FY	Principal	Interest	Total
2004	6,370,535	2,694,315	9,064,850
2005	6,735,827	2,456,358	9,192,185
2006	5,685,788	2,046,040	7,731,828
2007	6,331,506	2,212,127	8,543,633
2008	5,774,813	1,591,232	7,366,045
2009	5,897,924	1,319,872	7,217,796
2010	4,736,802	1,082,815	5,819,617
2011	4,916,474	848,793	5,765,267
2012	5,205,967	602,995	5,808,962
2013	3,072,877	349,513	3,422,390
2014	1,254,863	212,776	1,467,639
2015	782,275	157,376	939,651
2016	815,127	124,574	939,701
2017	388,434	90,367	478,801
2018	402,214	76,587	478,801
2019	416,482	62,319	478,801
2020	431,257	47,544	478,801
2021	446,556	32,245	478,801
2022	462,398	16,403	478,801
	<u>\$ 60,128,119</u>	<u>\$ 16,024,251</u>	<u>\$ 76,152,370</u>



POLICIES AND PROCEDURES

FISCAL POLICIES

A five-year Capital Improvement Plan is updated annually and includes anticipated funding sources. The City's accounting records for General Government operations (General, Special Revenue, Debt Service and Capital Projects Funds) are maintained on a basis consistent with Generally Accepted Accounting Principles (GAAP) with measurable revenues recorded when they become available to finance expenditures in the current fiscal year. "Available" is defined as: collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than principal and interest on debt, are recognized in the accounting period in which the liability arises. State statute allows for encumbrances to be recognized for a 60-day period following the end of the prior fiscal year as uses of prior year appropriations. To ensure that appropriations do not lapse, departments are directed to re-budget for all items that are expected to be delivered after June 30.

For the Enterprise Funds, the annual budget is prepared on a basis that differs from GAAP because state law requires capital purchases and debt service payments to be budgeted as expenses, and bond proceeds and grants that are to be utilized are to be budgeted as revenues.

As a matter of general policy, the City of Flagstaff attempts to realize the following goals and objectives:

GENERAL

The City maintains a moderate property tax rate. The secondary property tax rate relates directly to voter-approved debt. General Obligation (G.O.) debt, supported by property tax revenues, may change based on one or both of the following factors: 1) assessed valuation; or 2) property tax rate changes commensurate with community consensus. Additionally, debt service requirements are repaid through a specified revenue stream whenever possible, e.g., water and sewer G.O. bond debt service requirements are built into utility rate structure.

The City's sales tax is used to meet the general operating needs of the City. An additional two cents (\$.02) BBB tax has been levied on lodging, restaurant, and bar services. This latter tax has been designated for enhancing the quality of life through Beautification projects, Economic

Development, Tourism efforts, Arts & Science contributions, and Recreation projects.

The City has dedicated (\$.00601) sales tax for transportation purposes, which will expire in 2020.

The City's goal is to maintain a minimum general fund balance of 15%. The budgeted fund balance for FY 2004 is 16%.

Current revenues will be sufficient to support current operations. Grant funds are considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs.

ENTERPRISE FUNDS

The City has a policy of utilizing a systematic methodology to determine the rate increase in water and wastewater charges and fees based on the philosophy of "cost of service." All Utilities Fund and Environmental Services Fund operations are managed on the basis that they must be self-sustaining operations. The rate models include all capital costs and routine maintenance items. Analyses of both the water and sewer rate model and sanitation requirements were prepared this year. The water and sewer model currently indicates no modifications in rate classes need to be implemented. The five-year Environmental Services analysis indicated the rate increases were warranted. Residential, commercial and landfill rates increased. A \$2 per household per month Environmental Services fee was initiated in FY 2003. Uncertainty with regards to the transfer of the tonnage to other landfills continues to place a significant impact on all costs in the Environmental Service Fund. Rates will continue to be examined annually for possible increase over the next five years. As a matter of policy, the City will raise the landfill fee to an amount higher than the tipping fee at the Material Recovery Facility (MRF) to encourage recycling.

An Environmental Services reserve will be determined and evaluated annually to provide funding for costs of landfill closure.

The City's goal is to maintain enterprise fund balances in excess of 5% due to the fluctuations of usage not in the control of the departments.

REAL ESTATE PROCEEDS FUND

The disposition of funds from real estate proceeds is governed by ordinance. Proceeds from the sale of real property assets will only be used for costs of acquisition or sale of real property. Proceeds shall be reinvested in like kind assets upon use, i.e.,

affordable housing property reinvested in affordable housing ventures.

DEBT PERFORMANCE

To ensure that the City's debt position and bond ratings remain favorable, the City's borrowing program strives to meet the following general debt performance goals:

- The City will limit long-term debt to only those capital improvements that cannot be financed from current revenues.
- The terms of repayment for any debt will not exceed the estimated useful life of the project or asset acquired nor will debt be used for recurring expenditures normally considered operational and maintenance expenditures.
- Minimize the impact of debt obligation on the general taxpayer, by:
 - Using Special Improvement Districts (SID), revenue bonds (street projects), or user charges (water and sewer bonds) whenever possible.
 - Determining if BBB funds (Beautification, Economic Development, Tourism, Recreation, and Arts & Science) should underwrite all or part of a proposed project.
 - Creating sinking funds when possible to provide for expansion or replacement of capital items.
 - Seeking out grant support to the maximum extent possible as well as other lower interest debt options such as state revolving loan funds or redevelopment district designation.
 - Collaborating with the city's financial advisors to structure debt in such a way the debt load is explicitly related to the operating budget and the ability to handle debt will not impair operating needs. General obligation debt load will not exceed 15% to 20% of the operating budget and debt expenditures to allow sufficient resources to meet ongoing needs without placing an undue burden on the taxpayer.
 - Preparing an Official Statement on all bond offerings and notes, including Certificates of Participation.
 - Maintaining good relations with its financial advisor, bond rating agencies and insurance carriers, and providing full and open disclosure on all financial reports and prospectuses.

DEBT MANAGEMENT

The City will not pledge General Fund taxing authority to secure long-term debt except when marketability can be significantly enhanced.

At least 25% of capital outlay (including capital equipment acquisition) will be funded on a pay-as-you-go basis. The City will fund on a pay-as-you-go basis as much as possible rather than using debt financing.

A feasibility analysis will be undertaken in-house for proposed long-term financing to determine current and future budgetary impact and reliability of revenue stream to support both debt service requirements and operations. Council will review the financing program annually.

Financing will not exceed the useful life of the infrastructure improvement.

Debt financing will be on a competitive basis. Private placements (negotiated financing) may be used when the market is highly volatile or the debt structure is highly unusual and complex as to financing structure or security structure.

Debt schedules will be prepared and included in the Annual Budget and Financial Plan (budget document) as well as the Five-Year Capital Improvement Plan with an annual update.

The City will diligently monitor compliance with all bond covenants as well as strict adherence to federal arbitrage regulations.

FUND BALANCES AND RESERVES

The City will strive to maintain fund balances of at least fifteen percent (15%) in the General Fund and ten percent (10%) in the Utilities Fund. Five percent (5%) is considered the minimum level necessary to maintain the City's credit worthiness (bond rating). However, a more stringent level is recommended so as to provide for:

- Economic uncertainties
- Assurance against vagaries and uncertainties in the bond market
- Cash flow requirements (60 days operating revenues)
- Adequate contingencies

A Landfill Sinking Fund has been established to provide for future closure and environmental regulation requirements and equipment needs. For closure costs, amounts are legally designated for future construction needs in order to insure financial

compliance. Current estimates are more than \$13 million. The landfill rates include an allocation to the sinking fund.

EXPENDITURE LIMITATION CONTROL

The State of Arizona provides for several options regarding expenditure control limitations. State statute determines the allowable expenditure limits for each municipality. There can be a one-time adjustment, a permanent adjustment, or charter cities have a homerule option. The City operates under the state expenditure limitation rather than the home rule option allowed to Arizona municipalities, which requires voter approval every four years. The City has a one-time permanent adjustment to the base as a result of the BBB tax approved by voters in FY 88, which allows the City to increase the expenditure level base by the amount of the additional revenues generated by the tax.

Expenditure Limitation is presented as the basis of accounting presented by the uniform expenditure reporting system, which excludes expenditures of certain revenues specified in the Arizona Constitution.

BUDGET POLICIES

Budget Basis of Accounting – The accounting and budgeting systems for the City are in accordance with Generally Accepted Accounting Principles (GAAP) format, with minimal variances between the two systems. Budget basis for enterprise funds differ primarily due to state laws. The major differences are as follows:

- ❖ Encumbrances (contractual commitments) are considered the equivalent of expenditures. Encumbrances at year-end for goods or services, which are not received prior to the end of the fiscal year, are cancelled.
- ❖ Fund balances reserved to inventory and bonded debt are not included in the budget.
- ❖ Certain expenditures, such as depreciation and landfill closure and post closure accrual, are not included in the budget.
- ❖ All funds except the Internal Service Fund are budgeted.
- ❖ Enterprise funds budget capital expenditures and debt service payments as expenses.
- ❖ Enterprise funds budget bond proceeds and grants as revenues.

The City will utilize a number of different fund types to segregate the financial activity within the City either due to regulatory reasons or as designated internally. The fund classifications are Governmental funds, Proprietary funds and Fiduciary funds.

Governmental funds are typically those that account for the tax supported activity within the City. Within governmental funds, the sub-classifications utilized by the City are:

- General Fund - The chief operating fund that accounts for all activity not accounted for somewhere else. The General Fund currently encompasses the activities of General Administration, Management Services, Community Development, Public Safety, and Non-Departmental expenditures.
- Special Revenue Funds – Accounts for certain revenue sources that are set-aside for a specific purpose. Special Revenue Funds currently in existence are the Library, Highway User Revenue, Transportation, Beautification, Economic Development, Tourism, Art's and Sciences, BBB Recreation, Real Estate Proceeds, Community Redevelopment, and Metropolitan Planning Organization.
- Debt Service Funds – Established to set aside the resources needed to meet current and future debt service requirements on general long-term debt. The City has established the General Obligation Bond Fund, the Secondary Property Tax Fund, and the Special Assessment Fund in this category.
- Capital Projects Fund – Established to separately reflect major capital acquisitions and/or construction from other ongoing operating activity. The City of Flagstaff has established a General Fund Capital Project Fund.

Proprietary funds are used to account for those activities that are expected to be self-supporting through user fees in whole or in part. Proprietary funds encompass Enterprise funds.

- Enterprise Funds – May be utilized for any activity in which a fee is charged. An Enterprise Fund is required to be utilized if the debt is backed solely by fees or charges, if there is a legal requirement to recover cost through fees and charges, or there is a policy decision to recover cost. The City has four Enterprise Funds in the form of Utilities (Waste and Wastewater), Airport, Environmental Services, and Stormwater.

Fiduciary funds are used when the City holds resources while acting as an agent for a party outside the government. The sole fiduciary fund the City holds is the Firemen's Pension Trust Fund

Budgetary control accounts are maintained in the general ledger system at a line item level to track

estimated revenues, appropriations, and encumbrances.

The Comprehensive Annual Financial Report (CAFR) Statement of Revenue, Expenditures, and Changes in Fund Balance - Budget to Actual reflects how well the City met its budget plan.

REVENUE DISTRIBUTION

- Highway Users Revenue Funds (HURF) will be used to fund a portion of the Annual Streets Maintenance Program (overlay, chip seal, reconstruction) at a level of effort that will strive to maintain the streets system based on availability of funding. A portion of HURF funds will also be appropriated each year for street and sidewalk improvements, streetlights, and Americans Disability Act (ADA) compliance.
- Local Transportation Assistance Funds (LTAF) will be used to fund a portion of the annual streets maintenance program.
- Debt service requirements for G. O. Water and Sewer bonds will be built into the respective rate models so that sufficient revenues are generated from user charges to cover annual debt service.
- BBB Funds are restricted to Beautification, Economic Development, Tourism, Arts & Science, and Recreation projects. The Beautification Fund will finance major beautification projects including an urban trail system, bikeways, pocket parks, streetscape, rehabilitation, area redevelopment enhancements, and related maintenance expenditures. As determined at the April 1996 Council retreat, funds for recreation will serve to improve, maintain, and enhance park facilities.
- Annual funding for Economic Development opportunities, \$125,000 and Open Space \$150,000 shall be allocated on a priority basis from excess revenues over expenditures. Funding for FY 2004 has not been budgeted.
- Transportation funds benefit four major categories: Fourth Street overpass, Street Improvements, Safety Improvements, and Transit. The Street and Safety projects include Safe-To-School Projects, urban links, streets widening, and gateway development.

CONTRIBUTIONS TO ART IN PUBLIC PLACES

Art in Public Places has been funded through a general fund contribution of eligible capital projects. In addition, an art component may be incorporated in capital improvement designs. The Arts & Science Commission also appropriates an annual amount towards this effort.

OPERATING BUDGET IMPACT

The impact of capital improvements on the respective fund operating budgets is required for all capital projects. Costs are developed for first-year start-up costs as well as an annual operating cost estimate. For Enterprise Fund capital projects, debt service requirements are included in the rate projections. Please see the project descriptions in the Capital Improvements section for a complete list projects and the impacts.

Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to possible changes in the economy, service demands and capital improvements. The forecast will encompass five years and will be updated annually.

An analysis of impact on cost-of-service will also be undertaken by the City staff to determine if any changes to fees and charges should be recommended to Council.

MINIMUM LEVELS OF CAPITAL INVESTMENT

The Street Improvement Program will commit \$1.5 million for annual capital maintenance of the street system. In addition, \$100,000 will be allocated for ADA compliance in the street system.

The Water and Sewer system will undertake sufficient capital improvements considered routine operations and maintenance to prevent system degradation. Additionally, the inner basin waterline will be charged out over a 20-year period.

Sinking funds have been established for future landfill closure costs. Currently, it is estimated that \$13 million will be needed over 30 years starting in the year of closure to finance the closure and environmental regulatory compliance costs for the landfill. Landfill requirements are built into the Environmental Services rate structure.

NON-RECURRING REVENUES

The City will balance operating revenues against operating expenditures. Any non-recurring revenues are budgeted for other one-time and/or non-recurring expenditures. Should any non-recurring revenue source have ongoing operating implications, those considerations will be evaluated before the acceptance of such funding.

ISSUES AND UPDATES

PERSONAL SERVICE COSTS

PAY PLAN

The FY 2004 budget includes an average merit adjustment of 3.2% for classified employees with a total salary cost of approximately \$146,000. ATP employees in ranges 7 through 16 will be eligible to receive an average merit adjustment of 3.2% and ATP employees in ranges 17 and above will be eligible for a 2.2% merit increase. The total salary cost for merit increases for ATP employees is estimated to be \$171,000. The annualized cost for merit increases to all employees (including the employee related expenses at 10.83%) is approximately \$710,000. Employees who are in the skill based pay plan are eligible for pay adjustments based on acquiring skills and knowledge that are associated with skill blocks.

For FY 2004 no market increase is being recommended due to budget limitations. This recommendation is consistent with the City's compensation policy that states increases are based on market analysis and the City's financial capability to afford the increase. This recommendation has been presented to EAC.

Skill base pay was successfully implemented in the Utilities Department as a pilot program at the Wildcat and Rio Plants. This coming fiscal year skill based pay will be implemented in the Collections and Distribution Division. Skill base pay is a means to increase productivity and efficiency through use of technology and a multiple-skilled workforce and compensate employees for the increased value they bring to the job due to their knowledge and skills that are currently outside their specialty.

HEALTH INSURANCE

Fiscal year 2004 begins the eleventh year the City has participated in the joint purchasing of health insurance through Northern Arizona Public Employees Benefit Trust (NAPEBT). NAPEBT members are Coconino County, Flagstaff Unified School District, Coconino Community College, and the City of Flagstaff.

The premium increase for health insurance this year is 14.1%. The main factors for the increase are the continued increase in costs for health care services (prescriptions, technology, utilization, cost shifting based on government regulations, etc.) as well as plan utilization (claims).

Each year the Board of Trustees for NAPEBT reviews the plan design with its consultant, the Segal Company, to ensure appropriate levels of coverage and cost are being considered. No changes are being implemented this year.

FY 2004's budget reflects the continuation of the City of Flagstaff paying the full premium for the employee and keeping the subsidy for dependent health insurance at its current rate of \$244.00 per month. For FY 2004 the total budget for employee only health insurance is \$2,993,747, which is an increase of 14% to all funds. The total cost of the dependent subsidy to the City is approximately the same as FY 2003. The increased cost to employees for dependent health insurance will be approximately \$68.32 per month.

Dental insurance premiums, both employee only and dependent, resulted in a rate increase of approximately 11%. The City pays 100% of employee coverage and employees pay 100% for dependent coverage. Serving as the City's Benefit Committee, the EAC made the following recommendations for benefit changes to be effective July 1st:

1. Increase in the deductible from \$25/75 to \$50/150.
2. Increase annual maximum coverage from \$1,000 to \$2,000.

RECLASSES, RERANGES, RETITLES, REZONES

Maintenance of the job classification system is an ongoing process to ensure that job classifications accurately reflect the responsibilities and tasks being performed by City employees. If a department head believes that an employee(s) is functioning out of class on a regular basis or that job responsibilities have changed sufficiently, a request may be made for the Human Resources Division to conduct a review. The Human Resources Division then conducts an audit and evaluates the request utilizing Decision Band Method (DBM) methodology.

If the audit and analysis indicates that an adjustment needs to be made to a position classification, Human Resources procedures allow for four types of changes.

1. RECLASS - An individual(s) within a classification is evaluated in regard to moving that person(s) from others in the same classification to a higher (or lower) classification. Some instances may include a title change.
2. RERANGE - A classification in a given pay range is evaluated in regard to moving that

position classification to a higher (or lower) pay range. This effects all employees in the classification, including single incumbent classifications. Some instances may include a title change.

3. RETITLE - A job title is evaluated in regard to changing the job title only. This does not effect pay.
4. REZONE – An individual within a broadband may be move to a higher-level zone within the broadband based on the employee's performance.

The audit can also show that the position is properly classified and/or titled and that no changes are needed.

All requests from departments were submitted to Human Resources for review, and only those recommended for approval were forwarded to the Budget Review Committee for inclusion in the FY 2004 budget. Human Resources have notified all department heads of the status of their requests, whether approved or disapproved. All approved changes will be effective as of July 1, 2003.

Human Resources received a total of 33 requests and the following shows those positions that were approved:

RERANGES				
Old Position Classification	Old Range	New Title	New Range	No. of Employees Effected
Deputy Court Clerk	7	No Change	8	1
Utilities Service Supervisor	12	No Change	13	1
Construction Manager	12	No Change	13	1
Urban Design Planner	12	No Change	13	1
Sales and Marketing Manager	9	No Change	12	1
Contract Assistant	8	Contract Specialist	9	1
Meter Reader Supervisor/Collection	7	Meter Reader Supervisor	8	1
Environmental Services Manager	12	Environmental Program Manager	14	1

REZONES				
Current Job Title	Old Zone	New Job Title	New Zone	No. of Employees Effected
Administrative Specialist	1	No Change	2	1
Administrative Specialist	2	No Change	3	6
Administrative Aide	2	No Change	3	1

REORGANIZATIONS

Fire Department

In an effort to increase efficiency and provide greater opportunity to address the on-going drought, growing insect epidemic and the potential for catastrophic wildfire, the Fuel Management Division has reorganized. This opportunity became available when a lead worker position became vacant. Rather than filling the position as a lead worker the position was down graded and changed to Fire Fuel Management Technician. Four seasonal

crewmembers were also eliminated to create an additional Fire Fuel Management Technician. This resulted in one lead worker and two Fire Fuel Management Technicians. This reorganization allows for work to be performed year round and not just during the summer months.

Public Works & Capital Improvement Division

In an effort to improve efficiency and better align organizational needs the Engineering Project Manager I that was assigned to the Public Works Department in Recreation was transferred to the

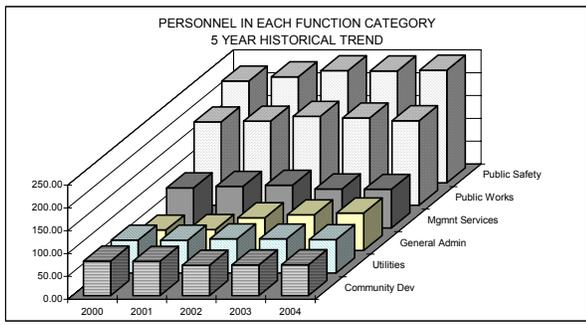
Capital Improvements Division and the Senior Project Manager from Capital Improvements Division was moved to Public Works. The Engineering Project Manager I transfer will be a permanent transfer while the Senior Project Manager reassignment will be a temporary for approximately three years to complete the specific projects. This reorganization will be evaluated on an annual basis during for a three-year period to determine if this organizational structure is still appropriate.

POSITION ADDITIONS/DELETIONS

In preparing budget requests for FY 2004, departments were informed that new position requests would not be considered except for:

- 1) Those that could identify a funding source;
- 2) Those that are an inappropriate use of temporary positions.

	2000	2001	2002	2003	2004
Public Safety	222.75	232.00	245.50	245.00	246.75
Public Works	182.50	184.50	194.75	191.25	185.25
Mgmt Services	87.75	91.00	93.50	85.25	84.50
General Admin	44.75	45.75	71.50	78.00	81.75
Utilities	72.00	71.75	74.75	74.50	73.00
Community Dev	75.50	75.00	66.25	67.25	67.75
	685.25	700.00	746.25	741.25	739.00

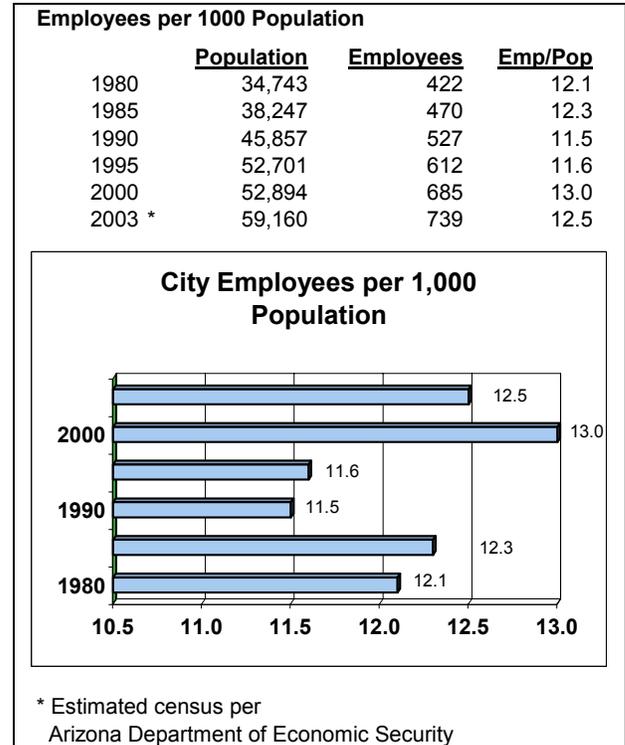


A review of the Personnel Table of Organization (see Appendix Section), provides complete detail, including staffing request changes that are reclassification requests and transfers of personnel between divisions to accommodate changing program needs.

As part of the budget reduction efforts, a Vacancy Review Committee (VRC) has been established to review any open position and to make recommendations on whether that position should be filled. A total of 7.50 FTE's were reduced in FY 2003 through the VRC process. These efforts will continue into FY 2004 through a workforce development program. A programmatic review will be completed with the intent to identify twelve to fifteen general fund positions that provide low priority service. The City will attempt to train and move these staff to other positions within the City as vacancies occur through attrition. The VRC and

Budget Committee will work in conjunction to identify those positions.

In addition, divisions made various budget cuts that reduced staffing. As a result of those efforts, positions have been permanently removed from the City staffing base.



Increased Service Levels:

Environmental Services (0.25): With the implementation of the Stormwater Utility, additional public education and outreach services will be needed. The duties of the existing Environmental Administrative Aide have been expanded to meet this need.

Stormwater (1.75): The Stormwater Utility added a 1.0 Stormwater Services Analyst to implement the operational components of the NPDES requirements effective March 2003. Temporary positions totaling 0.75 have been added to assist with the issues that will arise during the first year of implementation. These positions are funded through the utility.

Utilities (0.0): As water conservation has become more important to the community so has the need to educate and enforce existing policy regarding conservation. Utilities will add 1.0 FTE Water Conservation Program Manager and 0.5 FTE's as enforcement agents. These staff additions reflect as a zero (0) add to the staffing base as these positions

must be filled with existing City staff whose positions have been removed through the VRC process as described above.

Maintaining Service Levels:

Police (3.0): The City reduced the police staffing by 3.0 FTE's in FY 2003 due to budget constraints. These positions have been replaced in the FY 2004 budget to meet continuing demands on the police force as necessitated by a growing population and greater demands as required through the Homeland Security Act.

Court (1.25): The Court has increased the probation officer position from a 0.75 FTE to 2.0 FTE's in order to meet current demands.

Library (0.50): The usage at the Jail Library as well as the hours of operation have changed necessitating the addition of a 0.5 FTE to provide additional service during the morning hours. This position is funded through the Library District.

Utilities (0.0): The water and sewer models need to be linked to GIS and the data regularly updated to keep the models current. A 1.0 FTE GIS system analyst will work maintain these databases. This staff addition reflects as a zero (0) add to the staffing base as this position must be filled with existing City staff whose positions have been removed through the VRC process as described above.

Environmental Services (0.0): Due to service growth in the residential sector and in hoist and haul services, Environmental Services has exceeded the standard for staff to household trash and recycling pickup. Environmental Services is authorized to add 2.0 FTE Equipment Operator II's. These staff additions reflect as a zero (0) add to the staffing base as these positions must be filled with existing City staff whose positions have been removed through the VRC process as described above.

Visitor Center (5.75): The management of the Visitor Center has transferred to the City of Flagstaff from the Flagstaff Chamber of Commerce. While this has increased staffing to the City, overall costs did not increase as these were previously borne through the management contract with the Chamber.

Budget reductions:

City Manager (0.25): The City Manager's office removed 0.25 FTE that was anticipated to be used to cover for a pending retirement.

Capital Improvements (2.0): Two FTE's from the Capital Improvements division have been deleted from the City's authorized FTE's. As a result, the Capital Improvements division has reevaluated their work plan to accommodate this staffing pattern. The same projects are on the five-year plan, however some projects may have extended beginning or completion timeframes.

Information Services (0.75): Information Services no longer has a GIS temporaries budgeted. Fieldwork will be completed on an "as needed" basis.

Library (0.50): The Library had 0.5 FTE vacant for Library Page positions. It was determined that the Pages provided a non-essential service to the Library. The Library may experience some delays in the books being re-filed on shelves.

Community Development (1.25): The Community Development Administrative area has automated their switchboard operations that eliminated the staffing in this area.

Police (1.25): The VRC eliminated the Cooperative Education Aides from the Police budget as they provided non-essential service in the maintaining of our public safety.

Parks & Recreation (6.75): The Parks and Recreation department evaluated all programs and made reductions in both parks maintenance efforts as well as recreational activities.

Mechanical Shop (1.0): The shop will also reevaluate their work plan to accommodate the needs of fleet maintenance within the parameters of fewer FTE's.

Utilities (1.5): Through the Utility Skill Base Pay program, and the combination of staff from the Rio de Flag and Wildcat plants, overall FTE's have been reduced with no anticipated reduction in service.

City of Flagstaff
 Cost Allocation
 For Fiscal Year 2004

CENTRAL SERVICE	GENERAL AND OTHERS				HURF 040-044	UTILITIES 201	STORMWATER 210	AIRPORT 270	ENVIRON. SERVICES 280	TOTAL	TOTAL CHARGED OUT - GF
	001	LIBRARY 030	040-044	201							
General Fund Services											
Non-Departmental	\$ 2,167,876	32,139	79,448	135,604	40,560	35,554	70,902	2,562,083	394,207		
Council & Commissions	103,408	7,139	27,990	39,920	-	8,172	17,993	204,622	101,214		
City Manager	359,396	32,567	78,737	116,731	-	21,365	63,214	672,010	312,614		
City Clerk	77,674	5,642	20,683	31,233	-	5,714	14,227	155,173	77,499		
Law	313,997	16,403	60,127	86,394	-	16,610	41,360	534,891	220,894		
Human Resources	295,510	25,642	27,261	50,996	-	7,949	33,463	440,821	145,311		
Management Services	463,901	47,921	97,356	145,608	-	90,667	36,703	882,156	418,255		
Information Systems	357,168	16,172	43,510	120,735	-	14,384	74,798	626,767	269,599		
Finance and Budget	282,931	33,021	55,886	108,995	-	26,336	42,340	549,509	266,578		
Sales Tax & Licensing	489,657	21,477	-	20,845	-	17,685	32,846	582,510	92,853		
Public Works Admin.	43,764	-	41,516	-	-	45,183	44,086	174,549	130,785		
Public Facilities Maintenance	440,380	57,842	36,900	23,832	-	11,255	42,276	612,485	172,105		
Soils Remediation	54,390	282	55,145	19,398	-	3,831	68,123	201,169	146,779		
Mechanical Shop	58,391	303	59,201	20,828	-	4,113	73,131	215,967	157,576		
Community Devel. Admin.	152,975	-	-	-	-	-	-	152,975	-		
Engineering	1,340,628	-	607,425	381,285	-	-	3,475	2,332,813	992,185		
Planning	732,970	37,982	205,669	284,511	-	72,839	95,547	1,429,518	696,548		
Contributions	203,858	10,430	24,009	53,804	-	4,978	26,135	323,214	119,356		
Total General Fund	\$ 7,938,874	344,962	1,520,863	1,640,719	40,560	386,635	780,619	12,653,232	4,714,358		
General Administration	\$ 1,046,577	80,254	186,808	285,354	-	51,638	152,264	1,802,895	756,318		
Community Development	2,226,573	37,982	813,094	665,796	-	72,839	99,022	3,915,306	1,688,733		
Management Services	1,593,657	118,591	196,752	396,183	-	149,072	186,687	2,640,942	1,047,285		
Public Works	596,925	58,427	192,762	64,058	-	64,382	227,616	1,204,170	607,245		
Non-Departmental	2,475,142	49,708	131,447	229,328	40,560	48,704	115,030	3,089,919	614,777		
	\$ 7,938,874	344,962	1,520,863	1,640,719	40,560	386,635	780,619	12,653,232	4,714,358		
Utility Fund Services											
Customer Services	\$ 15,588	1,023	3,749	(89,663)	-	1,037	68,266	-			

COST ALLOCATION

The cost allocation plan has been developed utilizing a methodology that is in accordance with generally accepted accounting principles (GAAP). Incorporated within GAAP are three basic principles related to the allocation of central service support costs to operating departments that have been adhered to in the preparation of the cost allocation plan. First, costs should be necessary and reasonable for proper performance of a program. Second, costs should be charged or allocated to programs in accordance with relative benefits received. A program should only be charged for services it utilizes or benefits from, and should only be charged in relation to benefits derived from the service. Third, costs should be accorded consistent treatment as either direct or indirect. A cost should not be charged to a program as a direct cost if any other cost incurred for the same purpose in like circumstances have been allocated to the program as indirect costs. The methodology accommodates detailed analysis of all service areas through the provisions of a structure that identifies total costs (both direct and indirect) by activity and allocates/assigns costs to benefiting services utilizing a base that appropriately represents the level of benefit provided or derived from each activity by each service. The cost allocation is based on budgeted expenditures for the fiscal year ending June 30, 2002. The City utilized the services of a consultant to prepare this year's plan. The cost allocation plan will also provide information for user fees and the ability to charge indirect cost to grants.

The City has chosen to use the same allocation amounts for FY 2003 and FY 2004. This decision was made because the City is not required to update the OMB A-87 plan, which allows the City to charge indirect cost to grants. The cost allocation plan will be updated during FY 2004 and adjusted to all amounts based on FY 2003 actual expenses.

The only exception to the FY 2004 allocation is the decision to add the Stormwater Fund to the allocation. The Stormwater Fund did not exist during the preparation of the current cost allocation plan. We based this fund's allocation at 8% of total expenditures as presented in the Stormwater consultants' estimates as of March 2003.

The Full-Cost Allocation Plan can be found on the following page.

METHODOLOGY

A multiple allocation base methodology has been utilized to prepare the Plan. This methodology acknowledges that the utilization of central

administration and support (indirect) services by users varies by type of service. The cost of each indirect service or activity of a service is allocated to users based on an appropriate allocation base related to the service performed. For example, general accounting has been allocated to users based on total budgeted expenditures; accounts payable activities have been allocated on the number of accounts payable transactions processed during FY 2001; and human resources activities have been allocated on the number of budgeted full-time equivalent positions served. In selecting an allocation base to be used, the objective has been to utilize a base for each service that is available and reasonably results in the allocation of a service to users based on the relative benefit they receive or derive. A list of the allocation basis is provided in the Appendix.

FIVE-YEAR FLEET MANAGEMENT

The goal of Fleet Management is to maximize vehicle and equipment usage, retain units as long as economically possible, and replace units that are predicted to experience high cost expenditures in the near future.

The Fleet Manager utilizes numerous criteria in analyzing the fleet replacement needs. Initially, the age and utilization of all equipment is reviewed to determine candidates for replacement. In conjunction with the end user the equipment is then scheduled for evaluation.

The Fleet Manager along with his staff evaluates each piece of equipment submitted for review. The Fleet Manager evaluates fiscal year-to-date as well as life-to-date costs to determine if the vehicle or equipment has had recent major component overhaul or replacement. If engines or transmission have been replaced or overhauled recently, retention is a strong consideration in the overall evaluation. If the units are mechanically sound and the body is in fairly good condition, the unit is usually recommended for retention another year.

If a unit has incurred a significant number of expenditures and is likely to experience major component failures, this unit will be recommended for replacement by the Fleet Manager and forwarded to the Fleet Management Committee for their consideration.

The replacement of all equipment is evaluated by the Fleet Management Committee, which is comprised of line workers throughout the City. Within strict budget constraints, the committee must make difficult decisions as to allocation of assets

due to the thorough review by the Fleet Manager and limited financial funds.

This past fiscal year the Fleet Committee had a very busy year. Listed below are some of the major accomplishments and events that occurred:

- Performed the second overall fleet utilization review. Reduced the fleet by two vehicles.
- Reviewed and denied a request by the Police Department to transfer a Housing Authority 15 passenger van to the Police Department.
- At the request of Management and employees prepared a Fuel Conservation and Engine Idling policy to reduce air pollution, fuel consumption, and fleet expenditures. The Fleet Committee completed the drafts, which has been approved by the EAC and are currently being reviewed by Management.
- Reviewed and approved a request by the Police Department to purchase a new motorcycle through a State grant and retain the existing Kawasaki motorbike as a trainer.
- Reviewed and denied a request by Police Department to retain two existing "miled out" patrol sedans for use by the DARE officers.
- Reviewed a request by Environmental Services to retain G8-014 a ½ ton 4x4 pickup that is to be replaced this fiscal year with a new vehicle purchase. The request was denied and a recommendation was made to replace G8-026 a 1986 4x4 GMC pickup with G8-014. This vehicle is used to transport the landfill litter vacuum pickup system (madvac) around the landfill.
- At the request of the budget team reevaluated equipment purchases. Through guidance from Jim Brohamer, the Fleet Committee members met on December 18, 2002 and put together a plan that addressed how to manage the fleet with limited financial resources. Through rotation and reassignment of pool vehicles the City was able to defer the purchase of a total of 11 vehicles over the next two years, four this year and seven next year for a total projected savings of \$221,095.
- Reviewed and approved a second request by the Police Department to purchase three additional new motorcycles through a State grant and retain all of the remaining Kawasaki motorbike as trainers.
- Performed our Annual Replacement and New Vehicle Purchase Request for FY 2004.

Proposed Objectives for FY 2004

1. Perform another annual utilization review.
2. Review replacement criteria.

3. Annual replacement review: Look at streamlining process and placing information in a centralized database.
4. Update five-year replacement program.

The following is a list of vehicles in the budget:

DIVISION	AMOUNT
22 POLICE REPLACE POLICE SEDANS	97,500
23 POLICE GRANTS MOTORCYCLES (3)	43,613
26 PARKS 1 TON DUMP BED TRUCK 3/4 TON 4X4 TRUCK	29,800 27,000
28 CEMETERY BACKHOE	85,000
65 CITY COURT POLICE SEDAN	24,375
TOTAL GENERAL FUND FLEET	\$ 307,288
32 STREET MAINT. & REPA MECH. STREET SWEEPER MECH. STREET SWEEPER	\$ 150,000 150,000
TOTAL HURF FLEET	\$ 300,000
54 WSTWTR COLLECTION HYDRO-VAC REPLACEMENT	\$ 275,000
TOTAL UTILITIES FLEET	\$ 275,000
38 AIRPORT SEDAN REPLACEMENT AIRCRAFT RESCUE/ FIREFIGHTING VEHICLE	\$ 18,000 944,550
TOTAL AIRPORT FLEET	\$ 962,550
41 ENVIRONMENTAL SVC RESIDENTIAL SIDE LOADER ROLL-OFF VEHICLE RESIDENTIAL SIDE LOADER COMMERCIAL TOP LOADER TRASH COMPACTOR	\$ 176,000 134,000 176,000 175,000 425,000
TOTAL ENVIRONMENTAL SERVICES FLEET	\$ 1,086,000
TOTAL FLEET	\$ 2,930,838

FIVE-YEAR INFORMATION SYSTEMS

The Information Systems division provides hardware and software resources to assist staff in analyzing data, providing alternatives and recommendations for Council policy decisions, and meeting reporting requirements. Division staff members provide additional services including evaluation of hardware, software, in-house systems analysis, software development, and software / hardware testing. The five-year plan is needed to properly allocate financial resources for maintenance, replacement, system upgrades, and system development.

MIS Five Year Projections	Budget				
	FY2004	FY2005	FY2006	FY2007	FY2008
Replacement Programs					
Laser Printers - Replacement	\$ 25,000	30,000	40,000	40,000	50,000
Replacement PC's	70,000	70,000	120,000	70,000	70,000
Network Core Switch	140,000	40,000	-	-	120,000
Upgrade of AS400	140,000	-	-	140,000	-
CD CAD PC Replacements	-	40,000	-	50,000	-
Total - Replacement Programs	375,000	180,000	160,000	300,000	240,000
Local & Wide Area Network					
City Hall - LAN - Cabling & Equip	50,000	53,000	179,000	75,000	120,000
Total - Local & Wide Area Network	50,000	53,000	179,000	75,000	120,000
GIS					
Hardware upgrades/replacement	27,000	10,000	60,000	20,000	30,000
Software upgrades	10,000	10,000	30,000	10,000	10,000
Total GIS	37,000	20,000	90,000	30,000	40,000
E-Gov					
	-	50,000	50,000	30,000	30,000
Software Upgrades					
Office (Word,Excel,Access,Power Point)	-	150,000	-	150,000	-
GroupWise License	-	60,000	-	-	-
Softdesk / AutoCAD	-	-	-	-	80,000
Accela Applications	10,000	-	-	-	-
Total Software Upgrades	10,000	210,000	-	150,000	80,000
New Hardware & Software Purchases					
Imaging	10,000	15,000	20,000	20,000	20,000
Laser Printers-Color	-	-	30,000	30,000	30,000
Other Hardware & Software Purchases	31,958	13,176	40,584	31,413	50,734
Total New Hardware & Software	41,958	28,176	90,584	81,413	100,734
Public Safety					
Police Upgrades	35,800	162,000	109,000	109,000	149,000
Police Laptops	30,000	220,000	105,000	105,000	125,000
Total Public Safety	65,800	382,000	214,000	214,000	274,000
Carryover	52,000	-	-	-	-
Total Expenditures	\$ 631,758	923,176	783,584	880,413	884,734
Funding					
General Fund MIS allocation	\$ 727,958	764,356	802,574	842,703	884,838
Total Funding	727,958	764,356	802,574	842,703	884,838
Expenditure Summary					
Replacement Program	375,000	180,000	160,000	300,000	240,000
Local & Wide Area Network	50,000	53,000	179,000	75,000	120,000
GIS	37,000	20,000	90,000	30,000	40,000
E-Gov	-	50,000	50,000	30,000	30,000
Software Upgrades	10,000	210,000	-	150,000	80,000
New Hardware & Software Purchases	41,958	28,176	90,584	81,413	100,734
Public Safety	65,800	382,000	214,000	214,000	274,000
Carryover	52,000	-	-	-	-
Total Expenditures	631,758	923,176	783,584	880,413	884,734
Excess/(deficit) Funding over Expenditures	96,200	(158,820)	18,990	(37,710)	104
Cumulative Excess/(deficit)	\$ 727,397	568,577	587,567	549,857	549,961

The current five-year plan is divided into seven classifications:

1. Replacements: replacement of existing computer equipment / hardware. Examples of purchases within this classification include: personal computer, printers, AS400, network related hardware, servers, etc.

2. Local & Wide Area Network: software, network hardware, LAN/WAN cabling, e-mail, Internet access, wireless connectivity, data storage, servers, etc.
3. GIS: hardware and software related to the City's Geographic Information Systems (GIS)
4. E-GOV

5. Software upgrades: upgrades of existing / installed applications
6. New Hardware and Software Purchases: acquisitions of new hardware or software applications. Examples of purchases with classification include: Work Order Mgmt application, miscellaneous software products (MS Visio, MS Project Mgmt, AutoCAD, etc.
7. Public Safety: replacement and upgrade to software and hardware.

Replacements - \$375,000 estimate

Network Core Switch - \$120,000 estimate. Current switch is over four years old. Core switch is the control center for all network traffic and critical to the day-to-day operation of the City's local and wide area network.

AS400 - \$140,000 estimate

Current installed AS400 was purchased during the first quarter of calendar year 1999. IBM has indicated that no additional upgrades will be available for this AS400 model / series. Based on past experience, the City anticipates IBM will remove this model from support in the near future. Current model will be replaced with AS400 I Series. Applications processed on the AS400 include Utility Billing, General Ledger / Accounts Payable, Payroll / Personnel, Purchasing / Inventory, Fleet Mgmt, Miscellaneous Receivables, Fixed Assets, Sales Tax, Parking Tickets, Budgeting.

Personal Computers / Laser Printers - \$95,000

Allocation will allow for the purchase of replacement PC's and laser printers. Unit replacement will occur under two conditions – equipment failure or need for increase processing speed.

Network Switches - \$20,000

Eight percent of the City's network switches are three to five years old. The City has two network switch racks within City Hall and various network switches / routers located at the City's remote sites. Replacement of all switches will occur over FY2004 and FY2005.

Local & Wide Area Network - \$50,000 estimate

Tentative acquisitions:

- Data storage as required
- Security related software and hardware as needed
- Servers for cluster server environment
- Internet / web access management software
- Uninterrupted Power Supply for the computer room

2003 Updates

Planning & Special Projects

For FY 2003-2004, in addition to on-going operations, the Planning Division is geared up for a number of special projects, some of which are continuations and "next steps" of work already begun, and some of which are new starts. This list represents the significant special projects that will be undertaken by the six sections that include Redevelopment, Development Review, Urban Design, Housing, Zoning Administration and Long Range. Virtually all of the following special projects are designed to accomplish the goal of implementation of the new Regional Plan. Most of the items will be performed in-house, however those work items that are proposed to be consultant-based are noted. All work tasks will be carried out through multi-sectional team assignments in the Planning Division and collaboration with other Divisions and Departments as necessary. Almost all of these projects evolved from the Planning Division's Strategic Work Program 2001-2004, presented to the Council in May 2001. The Planning Division's ability and capacity to take on Special Projects is always subject to the volume and complexity of the Division's ongoing operations in any one-year. Those operations are completely subject to the level of private sector activities that are difficult to predict, particularly in regard to major entitlement proposals. Thus, while ideally it is hoped that progress can be realized on all of the following special projects, the reality is that they should be viewed as opportunities that may need to be reprioritized over the course of the year.

Regional Plan/City and County IGA for Implementation of the Regional Plan

This IGA will coordinate and establish the applicability and process for mutual City/County review of significant proposals. The IGA will primarily focus on determining what types of projects in key geographic areas of mutual concern (e.g., large annexation and rezoning on City/County boundaries) should undergo a system of mutual review in order to assure inter-jurisdictional coordination. The proposed IGA will attempt to not introduce additional procedural steps into the development review process other than formalize an exchange process between City and County Community Development staff to allow for review and comment. Additionally, the IGA proposal will be designed to not require additional staffing, and incorporate any review and comment into the existing ongoing operations of the respective development review processes of the City and County. The City Council and County Board may ultimately elect to institute a more elaborate

process either initially or over time, and the consequences of doing so will have to be addressed at that time. However, this initial IGA proposal will be structured with simplicity and efficiency in mind, and all land use decisions (rezonings, platting, etc.) will remain within the exclusive domain of the respective jurisdictions, but presumably in accordance to the policies of the Regional Plan.

An additional element of the IGA will address respective work programs and opportunities for coordination between the City and County (e.g., special projects designed to implement the Regional Plan).

2005 Special Census

In the past, a mid-decade Special Census was the only accepted methodology to have a revised census count recognized by the State of Arizona. Census count drives the allocation of state shared revenues so it is imperative to have census numbers equally current to those used by the rest of the State. The City budgeted \$500,000 to initiate a full special census in FY 2004 should it become necessary to conduct the census in 2005.

However in April 2003, SB 1209 was signed into law that allows a city to choose among three options to obtain population estimates that would be used as the allocation basis for state shared revenue:

1. Use DES projections approved by the DES Director;
2. Contract with the U.S. Census Bureau to conduct a sample survey; or
3. Continue to use their 2000 census numbers.

In consulting with the Arizona League of Cities and Towns, staff was informed that most metropolitan cities will be contracting with the Census Bureau to have a sample survey conducted and will not proceed with a special census due to the high costs. Flagstaff may choose to use the DES population estimates as these estimates include adjustments for the NAU population as well as consideration for new housing starts.

As additional information is available on the direction the rest of the State is taking, Flagstaff will make its' final decision based on the perceived validity of the results and the cost factor of a full census.

Southside Planning Phase II

Commencement of Phase II of the Southside Area Planning effort is included in next years budget at \$100,000, and will require architectural and urban design consulting services.

There are multiple issues associated with the Southside that need to be comprehensively

addressed in the near-term and ideally in a compressed and intensive format. The approach is designed to engage residents, businesses, landowners, prospective developers, and the various stakeholders in the study area and its' environs, and to arrive at a specific strategy to move forward on a number of fronts. Issues include the mixed-use design of the Stone Container site, expansion of the Redevelopment Area, Lone Tree Road, Mike's Pike, etc.

This study will set the stage for future improvements and investment in the area, including a variety of public/private partnerships designed to achieve mutual objectives.

Land Development Code Amendments

This next year's effort will include a Big Box Ordinance that addresses "supercenter" stores that combine retail with grocery sales.

Completion of the Development Fees Ordinance

The budget includes a \$10,000 carryover for completion of the Development Fees Ordinance, should the Council direct staff to complete that effort in 2003/2004. This requires Tischler and Associates consulting services.

West Side Annexation

The Westside Annexation has again been programmed into next year's work effort, although there still remain a high degree of uncertainty as to the feasibility and manner in which this could occur. Included in the budget is a \$75,000 carryover for legal and utility engineering consulting services to assist in development a workable strategy for annexation, particularly in regard to the issues of water service and fire protection. While passage of the County's Big Box Ordinance has somewhat reduced the threat of sales tax leverage, there still are compelling reasons to annex portions of the Westside within the Urban Growth Boundary of the Regional Plan. Ideally, the annexation would be lead by a private sector Development Master Plan for rezoning and annexation of the McCallister property, and the overall effort could secure the requisite number of petitioners in order to realize a successful annexation.

The City is in the process of examining the options relative to service delivery, private water and fire district issues, and cost benefits associated with different annexation scenarios. This analysis is designed to determine the best approach to proceed with a petition and discuss alternatives with property owners and stakeholders and the City Council.

McMillan Mesa Plan Implementation

Pursuant to Council's adoption of the McMillan Mesa major amendment to the Regional Plan, the Planning Division will prepare the first phase of rezonings of city lands to reflect the Council's decision regarding land use. This first phase will primarily focus on the city lands designated as Open Space and Parks. Additionally, staff will be producing a concept design for the USGS area of the Mesa (see USGS in Redevelopment Section) that will eventually lead to a rezoning of that area as well.

2004 Bond Initiative Preparations

Planning Division staff will prepare and represent the following elements of an '04 Bond Initiative, if authorized by Council: McMillan Mesa Neighborhood, Open Space & FUTS, Regional Open Space, USGS Expansion, Downtown Parking Structure, and others to be determined.

Flagstaff Urban Trail System (FUTS)

Implementation: Included in FY 2004 are a number of ongoing and new FUTS projects at various stages of implementation. Some also include elements of associated streetscape treatments.

- Cheshire FUTS
- US 180 FUTS
- Bow & Arrow FUTS
- McMillan Mesa FUTS/Pedestrian Bridge
- US 89 FUTS
- Fanning to Mall FUTS
- Tunnel Springs FUTS
- Lake Mary Road/Beulah to Ponderosa Trails FUTS
- Lone Tree Road FUTS
- West Village to Walnut FUTS
- Walnut/RR underpass to Rio with Milton Pedestrian bridge FUTS
- Railroad Springs to Flag Ranch FUTS
- Rio de Flag FUTS, Thorpe Park to San Francisco in conjunction with Rio Corps of Engineers project

Open Space Program

Following on the heels of the Council's formation of an Open Space Commission, Planning staff will work with the new Commission to develop a work program that will include:

- Review and recommendations for open space priorities for a potential May 2004 Bond election, including McMillan Mesa, Neighborhood Open Space and FUTS, and Regional Open Space;
- Preparation of a Long Range Open Space Management Plan to develop management objectives and priorities for open space for the next few years.

Milton Underpass to San Francisco Route 66 Pedestrian Corridor Improvements

The Urban Design Section will begin design of this project to improve the pedestrian corridor and streetscape south of Route 66. This is primarily funded by a \$500,000 "TEA-21" grant.

Rio de Flag/Corps of Engineers

The Planning Division will continue to coordinate with the Rio de Flag project to assure adequate funding and design of "betterments" including FUTS, streetscape, and urban design elements along the corridor.

Affordable Housing

The Housing Section is responsible for coordinating plans and administering programs that ensure a variety of housing opportunities are available to a diverse population, especially those requiring entry level housing. Housing Section activities for FY 2004 are guided by the three planning/policy documents that coordinate to serve a broad cross section affordable housing needs:

1. The Consolidated Plan
2. Ordinance 2001-14
3. Flagstaff Regional Land Use and Transportation Plan

The Consolidated Plan contains an assessment of the housing needs of low and moderate-income persons in Flagstaff and prescribes a strategy to address them. The Flagstaff Regional Land Use and Transportation Plan effects the creation of affordable housing through higher density land use and neighborhood revitalization concepts while Ordinance 2001-14 provides the density bonuses and code reduction incentives necessary to achieve these concepts.

In FY 2004 the Housing Section will undertake the following affordable housing endeavors through public private partnerships.

- Owner Occupied Housing Rehabilitation Loan Programs
- Mortgage Down Payment and Closing Cost Loan Programs
- Construction of New Homes on Vacant and Redevelopment Properties
- Acquisition of Existing Older and Vacant Homes for Rehabilitation and Sale
- Acquisition of Property for Future Development of Affordable Housing
- Payment of Building Permit Costs for Affordable Housing Units Built per Ordinance 2001-14
- Execution of Development Agreements with Private Developers to Build Affordable Housing on City Owned Land

The sale of City owned land would result in a substantial increase in the production of the entry-level affordable housing stock during this and subsequent fiscal years. In FY 2004 the City will complete and execute development agreements for two large tracts of City property with private developers, selected through a competitive process, who have the expertise to construct exceptional mixed income residential housing developments with at least 20% of the units costing \$115,000 or renting for \$650 (three bedroom). The tracts are known as Ponderosa Trails (18 acres) and Rio Homes (18 acres). The size of the parcels allows for development costs, including the cost of the affordable housing subsidy as applicable, to be absorbed by the sale proceeds of a majority of market rate units. Additionally, the mixed income development concept required as a condition of the sale effects a reduction in the value and price of the land, further contributing to the affordability. The sale proceeds will be used by the City to purchase more land for the construction of affordable housing through a similar arrangement.

The creation of a Community Land Trust will also be a focus of the Housing Section in FY 2004. In partnership with a technical assistance firm provided by HUD, the groundwork for the creation of a private non-profit Community Land Trust will be started through the creation of an Ad Hoc committee of community stakeholders to create a structure for the Trust and select a charter Board of Directors.

Redevelopment and Reinvestment

The Flagstaff City Council adopted its first Redevelopment Area designation and Redevelopment Area Plan in 1992. In August of 2001, the Council designated its second Redevelopment Area for the East Flagstaff Gateway. The City Council has set aside certain funds to promote reinvestment in the community through property acquisition, public infrastructure, design services and marketing.

PROGRAMS AND FUNDING

During the past year, Flagstaff has become known as an area willing to explore partnerships and outstanding private developments. Staff proposes to leverage its work from this past year with the continued marketing of actual development projects like the Mall Expansion and Downtown.

This year's Work Program will concentrate on the following areas:

East Flagstaff Gateway Redevelopment Area
 Project has been ongoing for more than four years. The City entered into a Memorandum of

Understanding in March 2003 to allow this project to move forward.

- Implementation of comprehensive Redevelopment Plan for this 1,000-acre area
- Completing the rezoning process
- Marketing and securing tenants for the Auto Park
- Preparation of a Request for Proposal for a mixed-use project
- Implementation of Capital Improvement Projects for infrastructure around the Mall
- Resolution of State Land Lease arrangements
- Final design of the East Flagstaff Traffic Interchange

Optimum Schedule:

- Rezoning July 2003
- Site Grading September 2003
- Contracts with dealers beginning October 2003
- Mixed use RFP issued when there is substantial probability that the Village portion is moving forward with a return date six months out.
- Possible vacant Auto Dealer sites also marketed.
- Dealer pad delivery June 2004

Downtown Gateway West

Three block mixed use project that includes office, housing, retail, parking and government space. City will have to support the parking garage through a parking district. City will have to pay as you go for its office space.

This project is contingent on the timely construction of the Rio de Flag. However, since the project has received construction funding from Congress, it is likely the project will be built, removing this area from the floodplain. It will take several years for a developer to resolve design and financing issues, allowing time for the Rio to be completed.

Issue a Request for Proposal requesting plans for the entire three blocks over time. First phase will likely be housing/retail project (Block 2), second phase A is parking garage, phase B would be government offices, housing, retail and (Block 3) and lastly the mixed-use project (Block 4). Staff has received expression of interest from several major mixed-use developers.

Staff will continue to work with existing Downtown tenants and property owners to maintain and improve the Downtown business environment.

Optimum Schedule:

- Issue Request for Proposals June 2003 w/return January 2004

- Preliminary DA, June 2004
- DA, March 2005
- Creation of a Parking District 2004/2005
- First Phase, Block 2, construction begins 2005
- Second Phase A, Block 3, parking garage, construction 2005
- Second Phase B, Block 3, construction 2006

Downtown Gateway East/Conference Center and Hotel

Request for Proposals responses were received in February 2003. Six companies responded. Land would be swapped with Babbitt's at the Auto Park and any cost difference financed into the project development costs. Proposed project is a mixed-use development with a 200+ room four-star hotel with 20,000 square feet of meeting space with retail and a parking garage.

Optimum Schedule:

- Preliminary DA in June or July
- Babbitt Ford relocated in November 2004
- Construction December 2004
- Opening late 2005/early 2006

USGS

This program deals with the ongoing expansion and renovation of the USGS Campus. Working with the USGS and the GSA for timing and relocation/rehabilitation and demolition possibilities. Program could ultimately preserve existing jobs and add an additional 100+ jobs to the campus through program expansion.

Optimum Schedule:

- Preliminary campus layout July 2003
- Bonding authorization May 2004
- New facility design in 2004
- Construction in 2005
- Opening 2006

GSA

The City has developed a relationship with the General Services Administration staff through the USGS process. The GSA's goal is to relocate/expand existing and new federal programs to Flagstaff. The City's goal is to relocate non-security related programs and agencies into the Central Business District.

This is an ongoing program that involves more than 100,000 square feet of space in the region. New federal programs offer high wage paying jobs for the community.

Historic Warehouse District/Phoenix Avenue

The City acquired the former Copeland Lumber Company as part of the Rio de Flag project. This

building is listed on the National Register of Historic Places and is critical architectural and historical link to Flagstaff's early lumber history. It is the City's goal to issue a Request for Proposal to have this building rehabilitated. The Engineering and environmental reports concerning the building and site have been completed.

Optimum Schedule:

- RFP to be issued when the Rio alignment is finalized and construction of the Rio is guaranteed.

Fourth Street

The City acquired five acres on the street for possible fire station relocation. It appears that the site will no longer be needed for a fire station. The City is also building the Fourth Street Overpass that will create several developable parcels along the new access corridor. It is proposed to either sell the Fourth Street parcel outright or to have it develop as part of a larger reinvestment scheme for the area in conjunction with the overpass completion and a future Fourth Street Planning and Urban Design Study.

Flagstaff Imaging Group

This group has been meeting for more than a year and has developed capital and marketing programs that compliment other ongoing efforts in the community. The focus of the program is now in several area including:

- Route 66
- Creation of gateway entrance designs
- Preservation of our neon history
- Historic Preservation through matching grants
- Marketing monies for specific events
- Banner program

Application of this program will require coordination with a number of ongoing activities and City divisions. Elements of the programs that are dedicated to the Southside will be coordinated with the Southside Planning and Urban Design process.

Optimum Schedule:

- Budget of \$205,000
 - \$100,000 matching grants
 - \$10,000 Route 66
 - \$35,000 neon corridor
 - \$10,000 gateway designs
 - \$25,000 for banners/logos
 - \$25,000 for marketing
- Historic Preservation Grants implemented in October 2003
- Route 66/Phoenix Avenue report by January 2004

- Gateway design concepts by January 2004
- Neon Corridor design by January 2004
- Banner program implemented by April 2004

Marketing

Staff began a national marketing campaign two years ago promoting Flagstaff as a business and retail destination for companies seeking a regional retail economic base and for those businesses seeking a higher quality of life for their employees. Typically, it takes two to three years to begin to influence decision-makers regarding a market's viability. Staff proposes to continue this program and also include marketing our Requests for Proposals to a wider audience. This marketing and demographic program is proposed to be at \$30,820 and funded from the Redevelopment Fund.

Capital Improvement Division Cost Allocation

A new methodology was adopted in FY 2003 to allocate the total budgeted costs, including indirect costs, of the Capital Improvement division (CID) directly to those projects that the CID works on. Using this methodology, any decision to fund a capital project can be made knowing the total cost so the uncertainty of the fiscal impact to the operating funds is lessened. This cost allocation methodology was successful for FY 2003 and has been recalculated for current budget amounts for FY 2004.

Environmental Services

In FY 1999, the Environmental Services division was formed to consolidate the Solid Waste division along with various environmental programs including Recycling Education, Litter Code Enforcement, Abandoned Vehicles, Household Hazardous Waste, and the Clean and Green programs. The General Fund has been supporting many of the environmental programs, however, due to budget constraints and competing needs for general fund dollars, funding for these programs had been reduced. The enterprise fund had been making up the shortfall, however that was not a sustainable effort.

Several alternatives were explored including increasing the solid waste fees, restoring the general fund transfers, and establishing a separate Environmental Services fee. As the environmental services are directly related to the health, welfare, and quality of life for all citizens of Flagstaff, a separate Environmental Services fee was established at \$2 per month/per household, with billing initiating in June 2003.

Fleet Services – Use of Biodiesel

In FY 2003, the City of Flagstaff began research into the use of biodiesel for all fleet vehicles that use diesel fuel. Biodiesel is a diesel fuel substitute produced from renewable resources such as vegetable oils (soybean) or animal fats. It can be chemically transformed into clean burning fuels and used in unmodified diesel engines. Performance, storage requirements, and maintenance for biodiesel-blended fuels are similar to that of petroleum diesel. Overall, this fuel alternative is:

- Safe
- Bio-degradable
- Reduces dependence on foreign oil
- Reduces air pollutants such as soot, particulates, carbon monoxide, and hydrocarbons

Over time, the cost difference between petroleum diesel and biodiesel has decreased making it fiscally feasible for the City to switch to biodiesel. With a price difference of an additional \$0.16 per gallon as of March 2003, the total FY 2004 budget impact is estimated to be \$32,000 with 90% of the expense absorbed by enterprise funds.

Stormwater Management Utility

The City of Flagstaff initiated a Stormwater Program and Financing Action Plan in June 2000 to determine the type of stormwater program needed in Flagstaff and explores various financing options. The utility or user-fee based financing strategy was determined as the best primary funding mechanism for a more comprehensive program.

In July 2001, the City Council adopted Ordinance 2001-18 establishing a Stormwater Utility with an enterprise-fund accounting structure. The Stormwater Advisory Committee with the assistance of the City developed a program strategy in compliance with the National Pollutant Discharge Elimination System (NPDES) Phase II stormwater water quality mandate. With the adoption of Ordinance 2003-01 by the City Council in March 2003, this user-fee-based program will be implemented July 2003.

Capital Financing/Bond Program

During the FY 2002 budget process the Council directed staff to prepare a comprehensive bond program for a May 2003 special election. The Citizens Bond Advisory Task Force was formed to consider the broad needs of the community and limited financial resources. The Task Force reviewed the list of capital projects/ programs,

considered the financial resources of the City as well as the needs of the larger community, including possible items that would be placed before the voters by other public agencies. Three open houses were conducted in the Fall of 2002 and a telephone survey was commissioned to determine public support.

The Bond Advisory Task Force took formal action with a recommendation to Council on February 18th. The Task Force recommended that given the uncertainty of the City's ability to acquire open space on the McMillan Mesa, that the election be postponed until May 2004, a general election. They recommended at least four questions be included on the ballot (Fire station relocations, open space on Mc Millian Mesa, Neighborhood open space and FUTS, and USGS facility expansion).

The Council at its meeting authorized the extension of the Task Force to May 2004, to place at least the four questions as developed by the their efforts on the ballot and to allow the group to consider additional priorities. Recommendations will go to Council in December 2003 to allow for timely processing for the May 2004 general election.

E-Government

During FY 2003, the E-Government Team received City Council approval for a contract with Civic Plus to provide comprehensive web development and hosting services. During this fiscal year, the E-Team will concentrate on moving existing web pages and links over to Civic Plus, and staff training by Civic Plus on development, operations, and maintenance of web pages and servers.

For FY 2004, the E-Team will work with individual departments to develop additional web servers (static and possibly interactive). It will be the responsibility of the E-Team, with the assistance of Civic Plus, to prioritize and implement new services. There is a budget of \$30,000 in the PIO program to perform the above activities.

2004 Issues

Pulliam Airport Runway Extension

The runway at Flagstaff Airport was extended to its present length of 7000' in 1969 and has been adequate to meet the changing needs of aircraft and the industry through the use of the smaller turboprop equipment. America West Express Airlines has indicated they are phasing out turbo prop aircraft and replacing them with Regional Jets (RJ's). These

aircraft are quieter, faster, and are readily accepted by passengers that prefer jets to propellers. These aircraft range from 35-100 seats and are designed to serve the 100-1000 mile flight segments. Due to their aerodynamic design they require more runway for operation than many larger jet aircraft.

Additionally, aircraft performance in Flagstaff is affected due to our elevation of 7000' above sea level. This affects both the runway length necessary for a particular aircraft to operate and the maximum weight with which it may take off. Airlines operating RJ aircraft may be so limited by weight restrictions that it becomes unprofitable or impossible to operate at all without a runway extension.

The Boyd Group Study commissioned by the City of Flagstaff and a similar study conducted by ADOT in the late 1990s indicated that Flagstaff's future airline growth potential lies in service to a second hub such as Salt Lake City, Denver, or Los Angeles. These flight segment lengths are the distances preferred by the airlines for RJ use. We have been informed by one operator, Skywest Airlines, that additional runway length at Flagstaff would be necessary for them to consider serving us in the future.

The City of Flagstaff has applied to the Federal Aviation Administration (FAA) for a grant to construct an extension to the runway. The FAA has indicated interest in funding the project as soon as FY2004, dependent on the completion of an Environmental Assessment and a Cost/Benefit analysis.

The runway extension can be constructed on property currently owned by the City of Flagstaff. The required safety area will extend onto U.S. Forest Service property over which we maintain an Aviation Easement.

The City has the runway extension in its 5-year Capital Development Plan. Of the total \$10.5 million in estimated project costs, FAA grants will contribute 91.06%, ADOT has committed to match 4.47%, and the City is responsible for the remaining 4.47%.

Credit Card Acceptance

The City of Flagstaff currently accepts cash or check for payment of various City services at the Cashier's windows in City Hall. Additionally, utility bills may be paid through bank drafting. With the continued growth of the City and its services, the City is now evaluating the merits of accepting payments by debit or credit card as customer requests to pay by debit or credit cards has steadily increased.

The options for credit card acceptance include:

- Accepting credit cards for all over-the-counter transactions. The City may have to purchase additional software to facilitate the interface with H.T.E. and the City would incur transactions fees charged by the financial institution administering the account.
- Accept debit/credit payment using an interactive voice telephone system allowing customers to obtain information about their accounts and pay their account by way of punching numbers over the telephone. This option entails additional software and hardware purchases as well as improvements to the telephone and computer systems
- Accepting internet/online payments. The City utility software currently has an Internet package that would allow for online payment as well as customers ability to pull up a simulated view of their utility accounts to see billing and payment histories or their current balance. Additional hardware support would be needed for this option.
- Outsourcing through a third party vendor. The outside vendor would accept credit card payments on the City's behalf. The vendor would charge a fee between \$2 - \$6 per transaction that would be paid by the customer in addition to their bill amount. This methodology is used by both APS and Citizen's Utilities by utility customers who need to keep a service from being disconnected for non-payment. This method would not require any additional outlay for system upgrades.

Should the City choose to offer debit /credit cards, it will also have to be determined whether to charge a convenience fee or build the transaction fees into the rates charged to all City customers. These fees are approximately 2% of the sale plus a per transaction fee

City staff will be pursuing the acceptance of debit/credit cards at the customer service window as an initial measure. As procedures are determined the City should look to expand credit card acceptance to other locations.

Visitor Center

On March 1, 2003 the management of the Visitor Center (VC) changed from the Chamber of Commerce to the Convention and Visitor Bureau (CVB). As part of this change, the CVB engaged their industry partners in a process to identify the mission and goals of the Visitor Center with an emphasis on reorganizing the service provision to be more proactive in selling Flagstaff. As a result of this process, the following needs and solutions were identified:

- The Visitor Center staff needs to be actively involved with the hospitality service industry through active involvement with various local organizations including but not limited to the Flagstaff Innkeepers Association, The Northern Arizona Restaurant Association, the Downtown Business Alliance and local Bed & Breakfast organization.
- The CVB will develop a plan to standardize training for front line employees regarding community and regional information and customer service.
- Visitor Center staff will call regularly on partners in the community to convey information regarding the latest changes and additions to events happening in and around Flagstaff.
- The CVB is developing an expansive volunteer program that will engage community members not previously represented at the Visitor Center. The CVB is also talking to the Flagstaff Mall about a visitor information area that could be located there.
- Visitor Center staff will also raise awareness of services offered to non-industry community members by promoting the Historic Train station as a tourist destination. Space renovations are planned at the Train station to facilitate retail opportunities, display areas, and demonstration areas for local artisans.

In summary, the CVB and the Visitor Center are working toward a common goal – to increase the length of visitor stays and visitor satisfaction while in Flagstaff. Together, the CVB and the VC will create a number of niche-based itineraries that will allow visitors and locals to understand all of the community and regional offerings.

Fire Risk and Forest Health

Recent large and dangerous wildfires and unprecedented populations of bark beetles, aggravated by the on-going drought, have provided dramatic evidence of the unhealthy state of our forests.

Research indicates the current bark beetle population will expand 10-fold in 2003. We can expect to see a noticeable increase in tree mortality beginning in May. The epidemic is expected to last another 2-4 years.

It will take years of above-normal precipitation to reverse the effects we are now experiencing. The first-year estimated financial effect of a catastrophic fire in Flagstaff (loss of 300 homes in late May/early June) is an estimated \$69,000,000.

Nationally, 98% of all ignitions are “caught” during initial attack. Federal preparedness funding is remaining constant, but forests and districts have been advised to expect a 25% reduction in the amount they receive. Locally, this means the Forest will have fewer engines, lookouts, and personnel to suppress wildfires: We can expect a few fires to escape initial attack and have the potential to develop into a catastrophic event.

Flagstaff has been extremely proactive in forest health management. Our community is very well educated on this general subject and is supportive of efforts to reduce wildfire threat, improve forest health, and restore the ecological balance of our environment. Approximately 1,200 acres per year are being treated and a backlog of requests continues to build and demand for Fuel Management services.

Ongoing efforts include:

- Increased public education to including multi-media and neighborhood meetings
- Coordinating efforts with the U.S. Forest Service in the area of treatments, response preparedness, and communication protocols
- Development of an Emergency Operations Center (EOC), with identified key players, and a scheduled wildfire drill

Homeland Security

As a result of the world events since September 11, the Flagstaff Police Department has been significantly impacted by having to devote considerable resources in two primary areas. Homeland defense, including a variety of different functions and tactics, and the oversight of local protests and demonstrations which have become almost commonplace resulting from the war in Iraq.

The Police Department continues to provide it's normal dedicated service to the Community utilizing existing resources while also providing these additional services. The following lists the different details provided as a result of increased security due to the war on terrorism and the resulting political controversy.

- Additional officers are being assigned to security duties at City Council meetings including members of the Department's Bomb Squad checking the Council Chambers and City Hall for suspicious packages and persons prior to each meeting. Similar building checks are being made on a daily basis at City Hall, the City Court Building, and the Police Department.

- One officer will be assigned full time to work in the regional Joint Terrorism Task Force (JTTF) that will be based out of the FBI's Flagstaff Office. This task force, created by the U.S. Department of Justice is charged with developing intelligence information on possible terrorist activities and following up on potential investigative leads.
- Police Administrative staff participate in the Anti Terrorism Task Force (ATTF), created to assist police administrators in sharing intelligence information and coordinating efforts in combating terrorism at the Local, State, and Federal levels of law enforcement.
- Planning efforts have been enhanced to include potential target identification, emergency plan updates, regular meetings to share information and improve communications among the various public safety and health agencies, and conducting several large disaster drills.
- Additional training and equipment are being given to all officers in order to improve their first responder capability in the event that weapons of mass destruction are ever deployed in this region.
- Due to the civil unrest, training in the area of protests and demonstrations is also being given a priority.
- One officer is being stationed at the Airport 12 hours a day, 6 days a week, in order to supplement security for the airlines. While the Federal Government is funding this detail, the assignment still detracts from the current available pool of police officers.
- Intensified patrols of potential targets such as the City's Water Treatment Plants are being conducted and an increased police presence is being conducted at the majority of community events.

Drug Cases and Probation at the Flagstaff Municipal Court

In 1996 the Flagstaff Municipal Court established a probation division to help with the supervision of defendants that were placed on probation by judges at the court. Probation was established in statute to allow defendants to avoid jail time while they seek counseling, substance abuse treatment programs, and other court ordered sanctions while they still maintain a job and involvement in the community. These reasons still stand today and have been expanded within current law to include more and more individuals.

More than ever the demands on probation at the limited jurisdiction courts are increasing due to several factors including:

- Steadily increasing case loads – from 150 in January 2002 to 240 in April 2003
- Increased efficiency in filings—drug possessions no longer need to be reviewed by the County attorney so cases that had been taking six months to be filed in the court system now frequently are filed within 24 hours, many of which then receive probation.
- Proposition 302 and changes in A.R.S. § 13-901.01 passed by voters in November 2002 requires that probation be sentenced for all Possession of Marijuana (A.R.S. § 13-3405) and Possession of Drug Paraphernalia (A.R.S. § 13-3415) cases. The court currently monitors 23 drug related cases on probation at the beginning of this process. In 2000 the number of cases that would have qualified for probation would have been 229, in 2001 we would have seen 390 and in 2002 there would have been 285 (as of 11-20-02).

These trends have exceeded the capacity for the current 0.75 FTE in the probation department to administer. Solutions considered included hiring additional staff, contracting probation services, or re-assigning other current court employees.

After consideration of the merits of each alternative, the Council approved the increase of probation officers to 2.0 for FY 2004.

***Parks and Recreation
Murdock Summer Program Phase Out
Plan and Budget Reductions***

Due to fiscal constraints within the FY 2004 budget proposal, closure of the Murdock Center has been proposed and accepted by the City Council after activities scheduled for the summer of 2003 are complete.

In addition to the facility closure, the decision included elimination of all expenses associated with Murdock Center which entail program cuts that were in existence prior to use of the building. These programs are not dependent upon a specific facility and included: weeklong summer programs (Jam Packed Fun, Biking Adventures, Theme Weeks, and Safety City); youth and teen trips; youth development workshops (Babysitting, Leadership Academy); a wide variety of interest based instructional classes for preschool, parent-tot, school age, preteen, teen and adult target markets; facility rentals; and, teen activity nights (dances).

The decision was made to keep the Murdock facility open through the summer as the majority of schools

will be under construction summer 2003 due to Students First projects, and therefore, are unavailable for use as summer program sites. Also, the City was concerned that parents and guardians who are accustomed to depending on Parks and Recreation for the provision of youth summer programs may have difficulty accessing alternatives on such short notice. Programs offered include the primary weeklong programs: Biking Adventures, two sections of Jam Packed Fun (two age groups), and the AM option for therapeutic recreation. Staff will be able to let the public know that this will be the last year for these summer services. Parents and other service providers will have a year to “gear up” for summer 2004.

Additionally, many of the City’s recreation centers will also be under construction this summer for ADA restroom renovations. There is a possibility of needing the Murdock Center for temporary storage and perhaps as a site for displaced programs in the evenings and on weekends. The Murdock Center will be used daytime Monday-Friday as the site for one of the Jam Packed Fun sections this summer. Staff will use the summer to transfer equipment and supplies to other recreation sites and by end of August 2003 the facility will be clear.

A final decision on the disposition of the Murdock Center has not been made. Council will explore opportunities during the fiscal year.

Revenue Growth Strategies

In response to Council direction, City staff with consulting assistance has been evaluating current user fees to determine if existing rates were adequate and if there were new fees not currently charged that are reasonable to do so.

The twelve areas within the City that were evaluated include: Facilities, Fire Department, Parks & Recreation, Airport, Cemetery, Community Development, Stormwater, City Clerk, GIS, City Court, Police Department, and Sales Tax & Licensing

The implementation plan currently includes the following components:

- FY 2003:
- Facilities: Increase City Hall meeting room rental rate
 - Community development: Increase building permits valuation as established in 2001 ordinance
 - Therapeutic recreation: Increase the fees
 - Library: Increase copy charge fees and implement Internet usage fee for non-patrons

FY 2004:

- Fire Department: Increase subscription service base rates at time of contract renewal
- Parks & Recreation: Increase various equipment and use fees
- Stormwater Utility: Implement the utility
- Cemetery: Increase easement and site open/close fees
- Airport: Administer new leases
- OMB-A87 administrative cost recovery

Future years:

- Building: Evaluate increases to the square foot valuation on residential structures
- Engineering: Evaluate services for possible fee charges
- Fire: Evaluate fire inspection and re-inspection fees for commercial property
- Fire: Evaluate the impact of extending subscription service
- Cemetery: Maintain rates for out of town residents to match those in the rest of the state
- Sales tax: Evaluate the impact of the assessment of an annual sales tax/business license
- Sales tax: Evaluate the pros & cons of the institution of a City use tax
- Facilities: Evaluate the impact of standardizing the room rental rate to all City facilities
- Liquor license: Evaluate the implementation of liquor license application, issuance, annual fees, and special event fees on a sliding basis to those establishments that hold or apply for a liquor license
- Cable franchise: Explore the possibility of increasing the cable franchise fees by up to 2%.

As the City continues to explore user fees as a means to generate new revenue to meet current and future citizen expectation, the City will be aware of the various demands placed on those who have to pay.

Transportation Plan

In March 2002 the Flagstaff Metropolitan Planning Organization (FMPO) adopted its "2002-2025 Regional Transportation Plan." The plan goals, policies and strategies are verbatim from the "Flagstaff Area Regional Land Use and Transportation Plan (RLTP)." Since the council retreats in the fall of 1999, several key strategies have been implemented by the FMPO and its member agencies.

Major Points--Projects Completed:

- Butler-Enterprise Intersection realignment

- Schultz Pass Road/Fremont intersection realignment
- Mountain Line Transit Launch

Projects In Process:

- Soliere Extension
- Country Club widening
- Lockett Road traffic calming/safe-to-school project
- E. Flagstaff Traffic Interchange (RLTP T1.1 (b))
- Fourth Street Railroad Crossing (RLTP system plan, T1.1 (b))
- Industrial Road paving (RLTP system plan)
- Empire Road extension to US 89 (RLTP system plan)
- Route 66 Bus pullout design and construction (RLTP system plan)
- US 180 Trail, US 89 Trail, Lone Tree Road Trail, Route 66 Trail

Studies/Documents Completed:

- Short Range Transit Plan – 1999, T2.1 (a)
- Roadway Categorization Plan – 2001 (map in RLTP), T1.6 (a)
- Multi-modal Corridors – 2001 (map in RLTP), T1.1 (b)
- Truck Circulation Plan – 2001 (map in RLTP), T1.8 (a)
- Bikeways Corridor Plan – 2001 (map in RLTP), T3.1(c)
- Regional Traffic Model – 1997 and 2000 updates
- Develop and Adopt Transportation Funding Mechanisms – May 2000 and ongoing, T1.5 (a)
- Pursue Mass Transit Funding – May 2000, October 2003 and ongoing, T1.5 (b), T2.2 (a)

Studies/Documents In Process:

- Transportation Demand Management – 2005 potential program launch, T4.1 (a)
- Neighborhood Traffic Mitigation Program – 2004 potential policy/program adoption, T1.4 (a)
- Flagstaff Urban Mobility Study – 2003 completion, T1.6 (b) – access management system
- Signal Synchronization Feasibility Study – 2003/2004 design, 2004-2005 implement, T2.1 (a)
- Pedestrian and Bicycle Facilities Guide – 2003 completion, T1.1 (a), T1.2 (b), T3.1 (e)
- Coconino County Air Quality Maintenance Plan – 2003 completion
- City of Flagstaff Engineering Standards (new street sections by functional class) – 2003 adoption, T1.1 (a) and T1.2 (b)

Remaining RLTP Requirements:

- Develop connectivity guidelines T.1.2(c)
- Develop and adopt On-Site Transit Improvement Requirements – T1.5(c)
- Work with Railroad Service Providers T1.7 (a) – an intermodal freight facility study may commence in FY 2004
- Identify and implement intermodal connections projects, T1.9 (b)
- Establish Multimodal Street Design Criteria T1.1 (a) – addressed indirectly in draft engineering standards, urban mobility study, design review guidelines, pedestrian and bicycle facilities design guidelines
- Integrate transit into multimodal street design criteria T2.3 (a)
- Coordinate Trail Program with USFS T3.1 (b) – work has been done through the Greenways and Open Space plan and the Pedestrian/Bike design guidelines process
- Adopt Accessible Community Design Standards T3.2 (a)
- Adopt Transit-Oriented Design Standards T3.2 (b)
- Establish Pedestrian Districts T3.2(c) – will largely be established through Pedestrian/Bike Facilities Design Guidelines

Water Policy Development and Conservation

The City Council has identified water resource development and water conservation as priority issues.

Water resource development progress includes:

- Short-term - Continue the drilling of another water well for FY 2004 (\$1.5 million budget). Equip the well from FY 2005 budgeted funds.
- Long- term - Work with stakeholders, the USGS, and Bureau of Reclamation through the Governor's Rural Water Initiative Program. Opportunities for long-range water resource development such as groundwater and surface water importation.

Water conservation efforts include:

- Water restrictions temporarily imposed in FY 2002 and FY 2003.
- Developing a policy for reclaimed water use adopted by the City Council as Resolution No. 2002-89 on December 17, 2002.
- Adopting Ordinance 2002-07 on July 17, 2002, which provides for residential connections to the reclaimed water system as well as reimbursement and conversion agreements for added incentives.
- FY 2004 budgeted upgrades to the Wildcat Hill Wastewater Plant and reclaimed water

- extensions so that the two wastewater plants can produce A+ quality reclaimed water and provide irrigation water to new users
- Revision of the Water Conservation Ordinance adopted by the City Council on April 1, 2003 and its supporting Resolution No. 2003-20 adopting a long-term water resource sustainability strategy for Flagstaff
- Staffing the water conservation program with a full-time program manager and part-time enforcement agents in FY 2004

Workforce Reduction and Development

Due to the financial challenges the City faces, the City Manager appointed a Vacancy Review Committee (VRC) to determine if vacancies should be filled as they occur. Processes and criteria were developed to ensure that all positions (temporary and regular) were considered in the same manner. Through this process 7.5 FTE's were not filled in FY 2003 and three positions were held until July 1st to be filled.

Five year financial projections in the General Fund signified that the City would be experiencing a deficit in the out years so further staffing reductions were indicated. Department Heads will evaluate programs and services to determine which services or operations are of low priority and to identify the long and short-term implications of reducing, eliminating, or absorbing these programs. The City goal is to identify 10 to 15 general fund positions in both FY 2004 and 2005 (total of 20-30 positions) through this process, with the expectation that enterprise funds will absorb or fill any vacancies with employees whose positions have been identified for reduction.

A main priority through out this process has been to avoid lay-offs. The VRC has been charged with developing a process that will provide an in-depth review and discussion with supervisors and employees regarding how to transition employees from one position to another. The process will provide employees who are in positions identified for elimination an opportunity to transfer to a vacant position. Employees who do not meet the qualifications for the new position will be given the necessary training and tools to qualify and succeed in the new position. Fifty thousand dollars has been put into the Human Resources budget to address this need, thus capitalizing on the skills and knowledge of current employees and avoiding the need to lay-off employees.

Schedule 1: Total Resources and Appropriations Summary

CITY OF FLAGSTAFF
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2003-2004

	UNRESERVED FUND BALANCE/ RETAINED EARNINGS AT 7/1/2003	ESTIMATED REVENUES AND OTHER FINANCING SOURCES 2003-2004	INTERFUND TRANSFERS 2003-2004		TOTAL FINANCIAL RESOURCES AVAILABLE 2003-2004	OPERATIONS	CAPITAL OUTLAY (EQUIP/CIP)	DEBT SERVICE	RESERVES/ CONTINGENCIES	TOTAL APPROPRIATIONS 2003-2004	FUND BALANCE 6/30/2004
			IN	OUT							
General Fund	\$ 18,204,628	35,227,701	4,559,165	(5,717,992)	52,273,502	33,669,407	11,751,280	465,439	750,000	46,636,126	5,637,376
Special Revenue Funds:											
Library	564,830	2,510,151	1,155,256	(250,000)	3,980,237	3,554,990	158,394	-	100,000	3,813,384	166,853
Highway User Revenue	5,345,185	11,461,507	11,183,028	(975,000)	27,014,720	4,215,749	18,949,510	2,034,836	500,000	25,700,095	1,314,625
Transportation	27,275,704	8,414,874	-	(8,267,692)	27,422,886	2,016,199	10,699,075	1,750,000	-	14,465,274	12,957,612
Beautification	1,483,815	2,004,458	660,000	(167,201)	3,981,072	87,911	3,807,205	-	10,000	3,905,116	75,956
Economic Development	141,946	367,781	65,000	-	574,727	446,400	-	-	25,000	471,400	103,327
Tourism	744,671	1,277,828	-	(6,238)	2,016,261	1,520,403	211,280	-	50,000	1,781,683	234,578
Arts & Science	165,026	297,548	35,000	-	497,574	373,340	-	-	10,000	383,340	114,234
Recreation-BBB	3,081,616	1,912,911	255,266	(1,419,878)	3,829,915	33,000	2,218,381	-	-	2,251,381	1,578,534
Real Estate Proceeds	1,021,900	327,350	-	-	1,349,250	-	685,000	-	-	685,000	664,250
Comm Redevelopment	545,036	1,466,707	375,400	-	2,387,143	2,380,271	-	-	-	2,380,271	6,872
Metro Planning Org	-	298,126	-	-	298,126	298,126	-	-	-	298,126	-
Debt Service Funds:											
G.O. Bond Fund	12,081	300	2,018,456	-	2,030,837	-	-	2,018,456	-	2,018,456	12,381
Sec. Property Tax	357,631	4,557,392	-	(3,972,564)	942,459	-	-	-	-	-	942,459
Special Assessment	453,031	233,411	-	-	686,442	100	-	302,468	-	302,568	383,874
Enterprise Funds:											
Water and Wastewater											
Operating	28,886,683	19,515,708	2,018,336	(2,018,336)	48,402,391	10,443,314	14,457,648	4,011,928	1,400,000	30,312,890	18,089,501
Airport											
Operating	15,367	5,818,845	711,672	-	6,545,884	1,261,945	4,970,759	297,672	-	6,530,376	15,508
Airpark Proceeds	394,185	5,900	-	-	400,085	-	-	-	-	-	400,085
Environmental Services	4,301,521	12,259,898	15,000	(429,678)	16,146,741	6,694,433	2,276,000	-	4,690,000	13,660,433	2,486,308
Stormwater Utility	-	539,000	235,000	(62,000)	712,000	485,094	215,000	-	10,000	710,094	1,906
Expendable Trust Funds	221,900	4,800	-	-	226,700	7,200	-	-	-	7,200	219,500
TOTAL ALL FUNDS	\$ 93,216,756	108,502,196	23,286,579	(23,286,579)	201,718,952	67,487,882	70,399,532	10,880,799	7,545,000	156,313,213	45,405,739

CITY OF FLAGSTAFF
EXPENDITURE LIMITATION
AND
TAX LEVY INFORMATION
FISCAL YEAR 2003-2004

	ESTIMATED FY 2002-2003	FY 2003-2004
Expenditure Limitation [Economic Estimates Commission]		\$ 72,208,250
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A]	\$ 8,028,747	\$ 8,347,205
2. Amount Received from Primary Property Taxation in FY 2002-2003 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	\$ -0-	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 3,250,855	\$ 3,347,106
B. Secondary Property Taxes	4,358,257	4,550,192
C. Total Property Tax Levy Amount	\$ 7,609,112	\$ 7,897,298
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2002-2003 Levy	\$ 3,215,548	
(2) Prior Years' Levies	35,307	
(3) Total Primary Property Taxes Collected	3,250,855	
B. Secondary Property Taxes:		
(1) FY 2002-2003 Levy	4,358,257	
(2) Prior Years' Levies	-0-	
(3) Total Secondary Property Taxes Collected	4,358,257	
C. Total Property Taxes Collected	\$ 7,609,112	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.7326	0.7326
(2) Secondary Property Tax Rate	0.9801	0.9801
(3) Total City Tax Rate	1.7127	1.7127
B. Special Assessment District Tax Rates:		

As of the date of the proposed budget, the city was operating two special assessment districts for which secondary property taxes are levied. For information pertaining to these districts and their tax rates, please contact the Finance Department at City Hall.

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collections for the remainder of the fiscal year.

Schedule 3: Revenues Other Than Property Taxes

CITY OF FLAGSTAFF
SUMMARY BY FUND OF REVENUES OTHER THAN PROPERTY TAXES
FISCAL YEARS 2003 AND 2004
(WITH ACTUALS FOR FISCAL YEAR 2002)

SOURCE OF REVENUES	ACTUAL REVENUES 2001-2002	BUDGETED REVENUES 2002-2003	ESTIMATED ACTUAL REVENUES 2002-2003	BUDGETED REVENUES 2003-2004	CHANGE (BUDG-BUDG)	%
						CHANGE
GENERAL FUND						
Local taxes						
City Sales Tax	\$ 11,690,887	11,432,104	11,793,000	11,986,160	554,056	4.85%
Franchise Tax	1,790,846	1,803,748	1,803,748	1,879,725	75,977	4.21%
Licenses and permits						
Business Licenses	29,882	33,800	33,800	35,490	1,690	5.00%
Building Permits	1,664,776	1,388,400	1,388,400	1,593,936	205,536	14.80%
Other Licenses and permits	319,699	131,550	252,299	141,640	10,090	7.67%
Intergovernmental revenues						
Federal Grants	548,038	644,308	462,039	681,707	37,399	5.80%
State Shared Sales Tax	4,076,034	4,121,256	4,108,642	4,184,644	63,388	1.54%
State Income Tax Sharing	5,526,159	5,607,519	5,607,519	4,773,961	(833,558)	-14.87%
State Grants	370,482	303,723	305,782	579,530	275,807	90.81%
County Vehicle License Tax	1,803,900	1,791,089	2,200,000	1,901,911	110,822	6.19%
Charges for services						
General Government	218,912	145,000	244,255	152,250	7,250	5.00%
Parks & Recreation	584,751	538,825	545,217	553,875	15,050	2.79%
Public Safety	741,302	904,559	813,426	901,536	(3,023)	-0.33%
Cemetery	126,702	97,000	86,000	116,850	19,850	20.46%
Fines and forfeits	931,950	1,067,125	962,160	1,071,358	4,233	0.40%
Interest on investments	627,690	520,000	91,627	418,746	(101,254)	-19.47%
Miscellaneous revenues	484,910	1,131,928	1,921,394	992,766	(139,162)	-12.29%
Total General Fund	31,536,920	31,661,934	32,619,308	31,966,085	304,151	0.96%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
Intergovernmental revenues						
State Grants	56,615	43,647	69,650	-	(43,647)	-100.00%
County Aid	1,423,105	2,105,005	2,089,858	2,460,151	355,146	16.87%
Interest on investments	24,704	15,000	4,252	21,000	6,000	40.00%
Miscellaneous revenues	51,612	45,000	47,500	29,000	(16,000)	-35.56%
Total Library Fund	1,556,036	2,208,652	2,211,260	2,510,151	301,499	13.65%
HIGHWAY USER REVENUE FUND						
Intergovernmental revenues						
Federal Grants	710,292	-	247,120	1,580,000	1,580,000	0.00%
Highway User Tax	7,771,416	7,965,832	7,800,000	7,800,000	(165,832)	-2.08%
Local Transportation Assistance Funds	300,246	315,026	300,246	300,246	(14,780)	-4.69%
Interest on investments	427,862	282,000	26,075	20,000	(262,000)	-92.91%
Miscellaneous revenues	58,525	-	123,263	1,761,261	1,761,261	0.00%
Total Highway User Revenue Fund	9,268,341	8,562,858	8,496,704	11,461,507	2,898,649	33.85%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL	BUDGETED	ESTIMATED	BUDGETED	CHANGE (BUDG-BUDG)	% CHANGE
	REVENUES 2001-2002	REVENUES 2002-2003	ACTUAL REVENUES 2002-2003	REVENUES 2003-2004		
TRANSPORTATION FUND						
Intergovernmental revenues						
Federal Grants	\$ 47,598	-	-	-	-	0.00%
Transportation Tax	6,190,449	6,319,304	6,319,304	7,050,874	731,570	11.58%
Interest on Investments	99,489	329,000	66,636	1,364,000		
Total Transportation Fund	6,337,536	6,648,304	6,385,940	8,414,874	731,570	11.00%
BEAUTIFICATION FUND						
Intergovernmental revenues						
State Grants	4,370	148,380	108,380	1,100,000	951,620	641.34%
BBB Tax	763,406	770,857	752,642	771,458	601	0.08%
Interest on investments	47,453	20,000	5,178	20,000	-	0.00%
Miscellaneous revenues	(35,042)	3,000	3,000	113,000	110,000	3666.67%
Total Beautification Fund	780,187	942,237	869,200	2,004,458	1,062,221	112.73%
ECONOMIC DEVELOPMENT FUND						
BBB Tax	362,618	366,157	357,505	366,442	285	0.08%
Interest on investments	5,003	3,797	(727)	1,339	(2,458)	-64.74%
Total Economic Development Fund	367,621	369,954	356,778	367,781	(2,173)	-0.59%
TOURISM FUND						
Intergovernmental revenues						
State Grants	3,246	15,000	15,000	15,000	-	0.00%
BBB Tax	1,145,108	1,156,286	1,128,962	1,157,186	900	0.08%
Interest on investments	32,493	37,636	28,251	38,577	941	2.50%
Miscellaneous revenues	68,934	65,430	65,784	67,065	1,635	2.50%
Total Tourism Fund	1,249,781	1,274,352	1,237,997	1,277,828	3,476	0.27%
ARTS AND SCIENCE FUND						
BBB Tax	286,277	289,072	282,241	289,297	225	0.08%
Interest on investments	5,115	7,252	6,694	8,251	999	13.78%
Miscellaneous revenues	942	-	-	-	-	0.00%
Total Arts and Science Fund	292,334	296,324	288,935	297,548	225	0.08%
RECREATION-BBB FUND						
Intergovernmental revenues						
State Grants	47,546	530,347	632,246	550,000	19,653	3.71%
BBB Tax	1,259,619	1,271,915	1,269,181	1,300,911	28,996	2.28%
Interest on investments	129,630	146,900	85,637	62,000	(84,900)	-57.79%
Miscellaneous revenues	10,561	-	-	-	-	0.00%
Total Recreation-BBB Fund	1,447,356	1,949,162	1,987,064	1,912,911	(36,251)	-1.86%
REAL ESTATE PROCEED FUND						
Interest on investments	49,838	26,350	22,813	30,350	4,000	15.18%
Miscellaneous revenues	655,540	297,000	-	297,000	-	0.00%
Total Real Estate Proceeds Fund	705,378	323,350	22,813	327,350	4,000	1.24%
COMMUNITY REDEVELOPMENT FUND						
Intergovernmental revenues						
Federal Grants	979,559	1,247,207	669,695	1,163,261	(83,946)	-6.73%
State Grants	-	300,000	-	300,000	-	
Interest on investments	5,853	3,000	1,062	1,500	(1,500)	-50.00%
Miscellaneous revenues	130,405	-	76,198	1,946	1,946	0.00%
Total Community Redevelopment Fund	1,115,817	1,550,207	746,955	1,466,707	(83,500)	-5.39%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL	BUDGETED	ESTIMATED	BUDGETED	CHANGE (BUDG-BUDG)	% CHANGE
	REVENUES 2001-2002	REVENUES 2002-2003	ACTUAL REVENUES 2002-2003	REVENUES 2003-2004		
METRO PLANNING ORGANIZATION FUND						
Intergovernmental revenues						
Federal Grants	\$ 130,357	265,666	309,065	298,126	32,460	12.22%
Total Metro Planning Organization Fund	130,357	265,666	309,065	298,126	32,460	12.22%
TOTAL SPECIAL REVENUE FUNDS	23,250,744	24,391,066	22,912,711	30,339,241	4,912,176	20.14%
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Interest on investments	157	300	300	300	-	0.00%
Total G. O. Bond Fund	157	300	300	300	-	0.00%
SECONDARY PROPERTY TAX FUND						
Interest on investments	3,766	7,800	4,040	7,200	(600)	-7.69%
Total Secondary Property Tax Fund	3,766	7,800	4,040	7,200	(600)	-7.69%
SPECIAL ASSESSMENT BONDS						
Interest on investments	96,024	46,674	67,893	30,197	(16,477)	-35.30%
Miscellaneous revenues	352,864	207,035	329,673	203,214	(3,821)	-1.85%
Total Special Assessment Bonds	448,888	253,709	397,566	233,411	(20,298)	-8.00%
TOTAL DEBT SERVICE FUNDS	452,811	261,809	401,906	240,911	(20,898)	-7.98%
CAPITAL PROJECTS FUNDS						
GENERAL FUND CAPITAL PROJECTS						
Intergovernmental revenues						
County Contribution	251,594	-	-	-	-	0.00%
Miscellaneous	11,342	-	54,948	-	-	0.00%
Interest on investments	56,197	-	-	-	-	0.00%
Total General Fund Capital Projects	319,133	-	54,948	-	-	0.00%
TOTAL CAPITAL PROJECTS FUNDS	319,133	-	54,948	-	-	0.00%
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
OPERATING FUND						
Intergovernmental revenues						
State Grants	-	-	10,000	10,000	10,000	0.00%
Water Revenues	11,302,793	11,232,800	11,325,600	11,552,112	319,312	2.84%
Sewer Revenues	7,185,526	7,209,600	7,089,835	7,231,596	21,996	0.31%
Interest on Investments	744,441	741,000	193,161	722,000	(19,000)	-2.56%
Miscellaneous revenues	(67,963)	-	-	-	-	0.00%
BOND FUND						
Interest on Investments	-	62,000	-	-	(62,000)	-100.00%
Total Water and Wastewater Fund	19,164,797	19,245,400	18,618,596	19,515,708	270,308	1.40%
AIRPORT FUND						
OPERATING FUND						
Intergovernmental revenues						
Federal Grants	6,475,221	4,063,086	4,851,925	2,084,389	(1,978,697)	-48.70%
State Grants	383,781	411,432	236,785	102,319	(309,113)	-75.13%
Airport Revenues	834,941	799,214	902,684	1,008,732	209,518	26.22%
Interest on investments	7,803	-	4,500	-	-	0.00%
Miscellaneous revenues	4,758	3,750	7,721	99,261	95,511	2546.96%

Schedule 3: Revenues Other Than Property Taxes

SOURCE OF REVENUES	ACTUAL	BUDGETED	ESTIMATED	BUDGETED	CHANGE (BUDG-BUDG)	% CHANGE
	REVENUES 2001-2002	REVENUES 2002-2003	ACTUAL REVENUES 2002-2003	REVENUES 2003-2004		
AIRPARK FUND						
Interest on investments	\$ 11,833	5,000	8,000	5,900	900	18.00%
Total Airport Fund	7,718,337	5,282,482	6,011,615	3,300,601	(1,981,881)	-37.52%
ENVIRONMENTAL SERVICES FUND						
Intergovernmental revenues						
State Grants	150,214	64,903	64,903	-	(64,903)	-100.00%
Environmental Services Revenues	6,666,886	7,795,509	7,074,920	7,721,424	(74,085)	-0.95%
Interest on investments	255,453	128,000	33,582	108,000	(20,000)	-15.63%
Miscellaneous revenues	4,411	-	-	80,474	80,474	0.00%
Total Environmental Services Fund	7,076,964	7,988,412	7,173,405	7,909,898	(78,514)	-0.98%
STORMWATER UTILITY						
Stormwater Utility Revenues	-	786,917	-	507,000	(279,917)	-35.57%
Charges for Services	-	-	-	30,000	30,000	0.00%
Interest on investments	-	-	-	2,000	2,000	0.00%
Total Stormwater Utility Fund	-	786,917	-	539,000	(247,917)	-31.50%
TOTAL ENTERPRISE FUNDS	33,960,098	33,303,211	31,803,616	31,265,207	(2,038,004)	-6.12%
EXPENDABLE TRUST FUNDS						
VOLUNTEER FIREMEN'S PENSION						
Interest on investments	7,125	7,000	2,346	4,800	(2,200)	-31.43%
Miscellaneous revenues	114	-	122	-	-	0.00%
TOTAL EXPENDABLE TRUST FUNDS	7,239	7,000	2,468	4,800	(2,200)	-31.43%
TOTAL REVENUES	\$ 89,526,945	89,625,020	87,794,957	93,816,244	3,155,225	3.52%

Schedule 4: Transfer and Proceeds from Other Sources

CITY OF FLAGSTAFF
 SUMMARY BY FUNDING OF OTHER FINANCING SOURCES
 AND INTERFUND TRANSFERS
 FISCAL YEAR 2003-2004

FUND	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS IN	INTERFUND TRANSFERS OUT
GENERAL FUND	\$ -	4,559,165	5,717,992
SPECIAL REVENUE FUNDS			
Library Fund	-	1,155,256	250,000
Highway User Revenue Fund	-	11,183,028	975,000
Transportation Fund	-	-	8,267,692
Beautification Fund	-	660,000	167,201
Economic Development	-	65,000	-
Tourism Fund	-	-	6,238
Arts and Science Fund	-	35,000	-
Recreation-BBB Fund	-	255,266	1,419,878
Community Redevelopment Fund	-	375,400	-
Total Special Revenue Funds	<u>-</u>	<u>13,728,950</u>	<u>11,086,009</u>
DEBT SERVICE FUNDS			
G.O. Bond Fund	-	2,018,456	-
Secondary Property Tax Fund	-	-	3,972,564
Total Debt Service Funds	<u>-</u>	<u>2,018,456</u>	<u>3,972,564</u>
ENTERPRISE FUNDS			
Water and Wastewater Fund	-	2,018,336	2,018,336
Stormwater Utility	-	235,000	62,000
Airport Fund	2,524,144	711,672	-
Environmental Services Fund	4,350,000	15,000	429,678
Total Enterprise Funds	<u>6,874,144</u>	<u>2,980,008</u>	<u>2,510,014</u>
TOTAL ALL FUNDS	<u>\$ 6,874,144</u>	<u>23,286,579</u>	<u>23,286,579</u>

SCHEDULE OF TRANSFERS

FISCAL YEAR 2003-2004

General Fund

Transfers In:

Library = \$250,000

This transfer is for a contribution to a parking solution on the Municipal Campus.

Highway User Revenue Fund = \$900,000

This represents \$900,000 repayment of the FY 1998 transfer to fund the Rio de Flag project.

Beautification Fund = \$167,201

This represents \$162,000 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks division and \$5,201 for the citywide publication.

Tourism Fund \$6,238 - This is a contribution to the Citywide publication.

Recreation-BBB Fund = \$787,712

This transfer entails three separate actions 1) a contribution to the maintenance of FUTS which is a Parks responsibility \$73,464; 2) \$703,480 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects; 3) \$10,768 for Skate park liability.

Water and Wastewater Fund = \$2,018,336

This is a transfer of utility revenue through the General Fund to Highway User Revenue Fund for a payment of debt.

Environmental Services Fund = \$429,678

This transfer represents a repayment of previous contributions to the Environmental Services Fund \$425,000 and \$4,678 for advertising in the citywide publication.

Transfers Out:

Library Fund = \$1,155,256

This is the operating transfer from the General Fund to the Library for general services.

Highway User Revenue Fund = \$3,518,336

This is \$2,018,336 for debt service and \$1.5 million for East Flagstaff Gateway (\$500,000 economic opportunity fund and \$1 million General Fund).

Economic Development = \$65,000

This represents a transfer to assist in the payment of Telecom.

Arts and Science Fund = \$35,000

This transfer is for \$25,000 to support Contributions to Agencies, and \$10,000 represents a contribution of 1% of eligible capital projects for Art in Public Places.

Community Redevelopment Fund = \$375,400

This transfer represents a \$150,000 funding for a revolving loan source, \$175,400 funding for land acquisition related to affordable housing development, and \$50,000 for affordable housing fees.

Airport Fund = \$509,000

This transfer is for the general operations in the amount of \$449,000 and \$60,000 for capital at the Airport. The operating transfer has been reduced because of indirect cost recovery allowed by OMB A-87. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Stormwater Fund = \$60,000

This transfer represents the carryover of consulting dollars not spent in FY 2003 for NPDES implementation.

Library Fund

Transfers In:

General Fund = \$1,155,256

This is the operating transfer from the General Fund to the Library for general services.

Transfers Out:

General Fund = \$250,000

This transfer is for a contribution to a parking solution in the Municipal Campus.

Highway User Revenue Fund

Transfers In:

General Fund = \$3,518,336

This is the transfer from the General Fund to Highway User Revenue Fund for payment of debt and \$1.5 million for East Flagstaff Gateway (\$500,000 economic opportunity fund and \$1 million General Fund).

Transportation Fund = \$7,617,692

This is a transfer of the transportation tax to fund various transportation projects. \$1,055,407 from Safe to School monies is for miscellaneous projects.

\$6,562,285 is from Street Improvement for Soliere, Country Club, Empire Avenue extension, Beulah Boulevard extension and the East Flagstaff Gateway.

Stormwater Fund = \$47,000

This transfer is for drainage maintenance.

Transfers Out:

General Fund = \$900,000

This represents \$900,000 repayment of the FY 1998 transfer to fund the Rio de Flag project

Stormwater Utility = \$75,000

This is for the 6th Avenue detention basin and general maintenance.

Transportation Fund

Transfers Out:

HURF = \$7,617,692

This is a transfer of the transportation tax to fund various transportation projects. \$1,055,407 is from Safe to School monies for urban link. \$6,562,285 is from Street Improvement for Soliere, Country Club, Empire Avenue extension, Beulah Boulevard extension, and the East Flagstaff Gateway.

Beautification Fund = \$550,000

This transfer funds various FUTS projects within the multi-modal transportation projects. These projects include Lake Mary Road to Beulah/Ponderosa Trails, Lone Tree/CCC to Pine Knoll, Rio Downtown Project, Walnut to Rio, and US 180 Multi-use path.

Stormwater Fund = \$100,000

This is from the Fourth Street funding for the 6th Avenue detention basin.

Beautification Fund

Transfers In:

Transportation Tax = \$550,000

This transfer funds various FUTS projects within the multi-modal transportation projects. These projects include Lake Mary Road to Beulah/Ponderosa Trails, Lone Tree/CCC to Pine Knoll, Rio Downtown Project, Walnut to Rio, and US 180 Multi-use path.

Recreation-BBB Fund = \$110,000

This transfer is for new FUTS construction.

Transfers Out:

General Fund = \$167,201

This represents \$162,000 for streetscape maintenance on projects previously constructed by BBB funds that are now maintained by the Parks

division and \$5,201 in support of the citywide publication.

Economic Development Fund

Transfers In:

General Fund = \$65,000

This represents a transfer to assist in the payment of the Telecom plan.

Tourism Fund

Transfers Out:

General Fund = \$6,238

This is a contribution to the citywide publication.

Arts & Science Fund

Transfers In:

General Fund = \$35,000

This transfer is for \$25,000 to support Contributions to Agencies, and \$10,000 represents a contribution for Art in Public Places.

Recreation-BBB Fund

Transfers In:

Secondary Property Tax Fund = \$255,266

This transfer is to assist in the repayment of G.O. Bonds due to a shortfall in estimated BBB Tax revenues.

Transfers Out:

General Fund = \$787,712

This transfer entails three separate actions 1) a contribution to the maintenance of FUTS which is a Parks responsibility \$73,464; 2) \$703,480 for increased maintenance in the Parks budget related to additional field maintenance associated with Recreation Bond projects; 3) \$10,768 for Skate park liability.

Beautification Fund = \$110,000

This transfer is for a new FUTS construction.

G.O. Bond Fund = \$522,166

To pay the debt service on the Parks and Recreation Bonds.

Community Redevelopment Fund

Transfers In:

General Fund = \$375,400

This transfer represents a \$150,000 funding for a revolving loan source, \$175,400 funding for land acquisition related to affordable housing development, and \$50,000 for affordable housing fees.

G.O. Bond Fund

Transfers In:

Recreation-BBB Fund = \$522,166

To pay the debt service on the Parks and Recreation Bonds.

Secondary Property Tax Fund = \$1,496,290

A transfer of Secondary Property Taxes collected for repayment of Library and Public Safety bonds.

Secondary Property Tax Fund

Transfers Out:

Recreation-BBB Fund = \$255,266

This transfer is to assist in the repayment of G.O. Bonds due to a shortfall in estimated BBB Tax revenues.

G.O. Bond Fund = \$1,496,290

There is a transfer of Secondary Property Taxes collected for repayment of Library and Public Safety bonds.

Water and Wastewater Fund = \$2,018,336

A transfer to Utilities for Secondary Property Taxes collected to support General Obligation Debt.

Airport Fund = \$202,672

There is a transfer for Secondary Property Taxes collected for repayment of a portion of the Airport debt service; the remainder is funded with Passenger Facility Charges.

Water and Wastewater Fund

Transfers In:

Secondary Property Tax Fund = \$2,018,336

A transfer to Utilities for Secondary Property Taxes collected to support the General Obligation Debt.

Transfers Out:

General Fund = \$2,018,336

This is a transfer of utility revenue to the General Fund; these funds are subsequently transferred to Highway User Tax Fund for a payment of debt.

Stormwater Fund

Transfers In:

HURF = \$75,000

This is for the 6th Avenue detention basin and general maintenance.

General Fund \$60,000

This transfer represents the carryover of consulting dollars not spent in FY 2003 for NPDES implementation.

Transportation = \$100,000

This is from the Fourth Street funding for the 6th Avenue detention basin.

Transfers Out:

HURF = \$47,000

This transfer is for drainage maintenance.

Environmental Fund \$15,000 – This transfer represents a reimbursement for stormwater education and related operational costs.

Airport Fund

Transfers In:

General Fund = \$509,000

This transfer is for the general operations in the amount of \$449,000 and \$60,000 for capital at the Airport. The operating transfer has been reduced because of indirect cost recovery allowed by OMB A-87. The Airport is an enterprise fund whose goal is to eventually eliminate any requirement for general fund transfers.

Secondary Property Tax Fund = \$202,672

There is a transfer for Secondary Property Taxes collected for repayment of a portion of the Airport debt service; the remainder is funded with Passenger Facility Charges.

Environmental Services Fund

Transfers In:

Stormwater Fund = \$15,000

This transfer represents a reimbursement for stormwater education and related operational costs.

Transfers Out:

General Fund = \$429,678

This transfer represents a repayment of previous contributions to the Environmental Services Fund \$425,000 and \$4,678 for advertising in the citywide publication.

Schedule 5: Grant Revenue

CITY OF FLAGSTAFF
 SCHEDULE OF BUDGETED GRANT REVENUES AND CITY MATCH
 FISCAL YEAR 2003-2004

PROJECT NAME		BUDGETED REVENUES 2002-2003	ESTIMATED REVENUES 2002-2003	BUDGETED REVENUES 2003-2004	CITY MATCH 2003-2004	BUDGETED GRANT REIMB %	FUNDING
GENERAL FUND							
POLICE	METRO (NORTHERN AZ STREET CRIMES TASK FORCE)	269,432	233,432	379,726	-	100%	F/S
POLICE	WEED AND SEED	25,000	25,000	58,000	-	100%	F/NP
POLICE	WATCH YOUR CAR GRANT	-	-	38,610	-	100%	S
POLICE	PURCHASE OF ONE MOTORCYCLE	-	11,640	-	-	100%	F/S
POLICE	PURCHASE OF 3 MOTORCYCLES	16,500	16,500	43,613	-	100%	F/S
POLICE	GANG RESISTANCE EDUCATION TRAINING (GREAT 02-03)	33,357	33,357	-	-	100%	F
POLICE	GANG RESISTANCE EDUCATION TRAINING (GREAT 03-04)	-	-	20,368	-	100%	F
POLICE	LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG 02-03)	50,000	-	-	-	90%	F
POLICE	LEAF TRAINING AUDITORIUM	-	-	20,500	-	100%	S
POLICE	MISC. GRANTS UNDER \$5,000	-	-	25,000	-	100%	S
POLICE	TRAFFIC CITATION DUI REPORTING	-	-	213,466	-	100%	S
POLICE	LOCAL LAW ENFORCEMENT BLOCK GRANT (LLEBG 03-04)	-	50,000	30,000	5,000	90%	F
FIRE	VARIOUS	264,288	106,379	150,000	-	100%	F&S
FIRE	NAU FIRE GRANT II	-	-	-	-	100%	F/S
FIRE	FOREST HEALTH RESTORATION	-	-	-	-	50%	F/S
FIRE	STATE FIRE ASSISTANCE FY 02 - INFORMATION & EDUCATION	-	-	-	-	50%	S
FIRE	HAZARD FUEL REDUCTION FY 02	-	-	-	-	50%	F
FIRE	HAZARD REDUCTION FY 03	-	-	-	-	50%	F
FIRE	PUBLIC EDUCATION FY 03	-	-	-	-	50%	F
FIRE	FOREST PRODUCTS NETWORKS	-	-	-	-	80%	F
FIRE	EXTRACTION AIRBAG	-	-	-	-	100%	F/S
REC	HEALTHY AGING 2010 MINI-GRANT	2,231	2,231	-	-	100%	F/S
COURT	COURT IMPROVEMENT FEES	113,044	102,860	83,920	-	100%	L
COURT	COURT WARRANT FEES	49,850	53,580	55,190	-	100%	L
COURT	COURT INTERPRETER	16,600	18,346	18,900	-	100%	L
COURT	TCPF/STATE JCEF FY 01/02 - COURT TRAINING OFFICER	21,540	24,131	24,850	-	100%	S
COURT	TCPF/LOCAL JCEF FY 01/02 - COURT TRAINING OFFICER	7,513	8,720	8,980	-	100%	L
COURT	LOCAL JCEF - TRAINING COUNTY	15,027	17,441	17,960	-	100%	L
COURT	LOCAL JCEF FUNDS - COMPUTERS	21,445	22,000	-	-	100%	L
COURT	STATE JCEF- INFORMATION SYSTEM TECH	19,102	19,102	-	-	100%	L
COURT	LOCAL JCEF - INFORMATION SYSTEM TECH	10,367	10,367	-	-	100%	L
COURT	COUNTY - INFORMATION SYSTEM TECH	12,735	12,735	-	-	100%	L
COURT	STATE JCEF - 10 PRINTERS	-	-	12,000	-	100%	S
COURT	STATE J CEF - SOFTWARE	-	-	10,000	-	100%	S
COURT	COUNTY JCEF - INFORMATION SYSTEM TECH	-	-	25,077	-	100%	L
COURT	LOCAL TIME PMT. - INFORMATION SYSTEM TECH.	-	-	25,077	-	100%	L
SUBTOTAL-GENERAL FUND		948,031	767,821	1,261,237	5,000		

Schedule 5: Grant Revenue

PROJECT NAME		BUDGETED REVENUES 2002-2003	ESTIMATED REVENUES 2002-2003	BUDGETED REVENUES 2003-2004	CITY MATCH 2003-2004	BUDGETED GRANT REIMB %	FUNDING
LIBRARY	CENTENTIAL ORAL HISTORY PROJECT	-	2,724	-	-	100%	S
LIBRARY	STAFF COSTS, COMPUTER TRAINING LAB, LIB FOR THE FUTURE	28,793	28,793	-	-	100%	S
LIBRARY	STATE GRANT-IN-AID 2002	-	3,133	-	-	100%	S
LIBRARY	STATE GRANT-IN-AID 02-03	14,854	25,000	-	-	50%	S
LIBRARY	CHILDREN IN POVERTY 002-03	-	10,000	-	-	100%	S
	SUBTOTAL	43,647	69,650	-	-		
HURF	FEDERAL HIGHWAY ADMIN. (BUS PULLOUTS/SIGNAL SYNCH.)	-	247,120	325,000	-	100%	F/S
HURF	FLAGSTAFF MALL, DODGE AVE EXT. (ECONOMIC STRENGTHS)	-	-	250,000	-	100%	S
HURF	CONTRIBUTION FROM ADOT (BUS PULLOUTS)	-	-	200,000	-	100%	S
HURF	HELP LOAN PROCEEDS	-	-	805,000	-	100%	S
	SUBTOTAL	-	247,120	1,580,000	-		
BEAUT	FUTS - FISHER POINT	18,380	18,380	-	-	86%	S
BEAUT	FUTS - BOW & ARROW-ZUNI TO RIO	50,000	30,000	40,000	24,516	38%	S
BEAUT	FUTS - RIO DE FLAG N. TRAIL, CRESCENT-CHESHIRE LINK	30,000	30,000	70,000	42,903	38%	S
BEAUT	FUTS - TUNNEL SPRINGS TRAIL (RR SPRINGS TO OBS MESA)	50,000	30,000	40,000	40,000	50%	S
BEAUT	ISTEA - FANNING TO MALL (Spur)	-	-	200,000	12,766	94%	F/S
BEAUT	TEA - 21 - US 89-RAILHEAD TO SNOWFLAKE	-	-	250,000	15,957	94%	F/S
BEAUT	TEA - 21 - US 180 -SECHRIST TO FREMONT	-	-	500,000	31,915	94%	F/S
	SUBTOTAL	148,380	108,380	1,100,000	168,057		
TOURISM	ADVERTISING/MARKETING FY 02/03	15,000	15,000	-	-	100%	S
TOURISM	ADVERTISING/MARKETING FY 03/04	-	-	15,000	-	100%	S
	SUBTOTAL	15,000	15,000	15,000	-		
BBB-REC	DEVELOPMENT-FOXGLENN PARK	530,347	530,347	-	-	33.00%	S
BBB-REC	LAND ACQUISITION-CONTINENTAL PARK	-	101,899	-	-	50.00%	S
BBB-REC	THORPE PARK PHASE I RENOVATION	-	-	550,000	936,486	37.00%	S
	SUBTOTAL	530,347	632,246	550,000	936,486		
HSG	98/99 CDBG ENTITLEMENT	4,507	4,827	-	-	100%	F
HSG	99/00 CDBG ENTITLEMENT	7,190	40,996	-	-	100%	F
HSG	00/01 CDBG ENTITLEMENT	117,170	194,255	-	-	100%	F
HSG	01/02 CDBG ENTITLEMENT	392,340	103,117	-	-	100%	F
HSG	02/03 CDBG ENTITLEMENT	726,000	326,500	477,086	-	100%	F
HSG	03/04 CDBG ENTITLEMENT	-	-	686,175	-	100%	F
HSG	HOUSING REHAB-HOME GRANT	300,000	-	300,000	-	100%	F
	SUBTOTAL	1,547,207	669,695	1,463,261	-		
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2000	50,000	50,000	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2001	12,666	-	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2002	-	122,442	-	-	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2003	203,000	136,623	72,323	5,444	93%	F/S
MPO	FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION 2004	-	-	225,803	16,996	93%	F/S
	SUBTOTAL	265,666	309,065	298,126	22,440		

Schedule 5: Grant Revenue

PROJECT NAME		BUDGETED REVENUES 2002-2003	ESTIMATED REVENUES 2002-2003	BUDGETED REVENUES 2003-2004	CITY MATCH 2003-2004	BUDGETED GRANT REIMB %	FUNDING
UTIL	RIO DE FLAG WILDLIFE	-	10,000	10,000	-	100%	S
	SUBTOTAL	-	10,000	10,000	-		
AIRPT	GA APRON & AIR CARRIER, RWY 3/21 SAFETY AREA PH. 4 (AIP 19)	78,264	78,593	-	-	95.53%	F&S
AIRPT	NEW PARALLEL TWY N & RWY 3/21 SAFETY AREA PH. 5 & 6 (AIP 20)	-	951,783	-	-	95.53%	F&S
AIRPT	NEW PARALLEL TWY N & RWY 3/21 SAFETY AREA PH. 5 & 6 (AIP 21)	2,961,954	3,193,062	-	-	95.53%	F&S
AIRPT	MASTER PLAN UPDATE (AIP 22)	522,976	601,997	254,526	11,910	95.53%	F&S
AIRPT	SNOW PLOW (AIP 22 / E3F21)	180,460	216,994	-	-	95.53%	F&S
AIRPT	BOARDING DEVICE (AIP 22 / E3F21)	27,318	20,983	-	-	95.53%	F&S
AIRPT	DESIGN/CONSTR RUNWAY EXT., SAFETY AREA RW21 (AIP XX)	481,219	-	358,931	16,795	95.53%	F&S
AIRPT	CONSTRUCT ARFF BLDG (AIP XX)	-	25,298	670,922	31,393	95.53%	F&S
AIRPT	ARFF EQUIPMENT & SNOW REMOVAL (AIPXX / ADOT MATCH)	-	-	902,329	42,221	95.53%	F&S
AIRPT	WEST TAXIWAY-CRACK FILL/SEAL COAT	222,327	-	-	-	0.00%	S
	SUBTOTAL	4,474,518	5,088,710	2,186,708	28,705		
ENV	HOUSEHOLD PRODUCTS COLLECTION CENTER	64,903	64,903	-	-	45%	S
	SUBTOTAL	64,903	64,903	-	-		
TOTAL		8,037,699	7,982,590	8,464,332	1,160,688		

Funding:

L = Local

N/P = Non-profit

S = State

F = Federal

F/S = Federal thru State

F&S = Federal and State

Schedule 6: Appropriations By Fund

CITY OF FLAGSTAFF
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND
COMPARISON OF FISCAL YEAR 2003 AND 2004
(WITH ACTUAL FOR FISCAL YEAR 2002)

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2001-2002	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2002-2003	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2002-2003	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2003-2004	CHANGE (BUDG-BUDG)	% CHANGE
GENERAL FUND						
General Administration	\$ 2,553,728	3,544,658	3,778,406	4,069,515	291,109	7.7%
Community Development	5,359,095	4,821,910	8,702,833	8,780,605	77,772	0.9%
Management Services	2,027,029	2,778,985	2,861,085	3,138,935	277,850	9.7%
Fire	6,267,283	7,411,827	7,740,544	6,984,231	(756,313)	-9.8%
Police	9,790,812	10,734,408	10,838,000	12,068,055	1,230,055	11.3%
Public Works	4,966,182	6,213,994	7,589,645	7,303,359	(286,286)	-3.8%
Water Utility	-	15,588	15,588	15,588	-	0.0%
Non-departmental	3,922,784	(1,117,434)	737,999	3,525,838	2,787,839	377.8%
Contingency	186,944	250,000	670,000	750,000	80,000	11.9%
Total General Fund	35,073,857	34,653,936	42,934,100	46,636,126	3,702,026	8.6%
SPECIAL REVENUE FUNDS						
LIBRARY FUND						
General Administration	31,516	80,254	80,254	80,254	-	0.0%
Community Development	33,738	37,982	37,982	37,982	-	0.0%
Management Services	2,475,695	3,558,970	3,522,004	3,485,990	(36,014)	-1.0%
Public Works	2,918	58,427	58,427	58,427	-	0.0%
Water Utility	-	1,023	1,023	1,023	-	0.0%
Non-departmental	31,241	49,708	49,708	49,708	-	0.0%
Contingency	-	-	100,000	100,000	-	0.0%
Total Library Fund	2,575,108	3,786,364	3,849,398	3,813,384	(36,014)	-0.9%
HIGHWAY USER REVENUE FUND						
General Administration	459,056	186,808	186,808	186,808	-	0.0%
Community Development	665,005	813,094	813,094	813,094	-	0.0%
Management Services	282,539	196,752	196,752	196,752	-	0.0%
Public Works	13,525,742	13,218,470	21,265,037	23,868,245	2,603,208	12.2%
Water Utility	-	3,749	3,749	3,749	-	0.0%
Non-departmental	85,021	131,447	131,447	131,447	-	0.0%
Contingency	4,399	-	700,000	500,000	(200,000)	-28.6%
Total Highway User Revenue Fund	15,021,762	14,550,320	23,296,887	25,700,095	2,403,208	10.3%
TRANSPORTATION FUND						
Fourth Street Rail Crossing	1,476,963	6,635,000	9,692,752	10,699,075	1,006,323	10.4%
Debt Service-4th Street	-	-	-	1,750,000	1,750,000	-
Transit	1,411,472	1,422,817	1,592,080	2,016,199	424,119	26.6%
Total Transportation Fund	2,888,435	8,057,817	11,284,832	14,465,274	3,180,442	
BEAUTIFICATION FUND						
Beautification	475,284	1,393,826	2,816,577	3,895,116	1,078,539	38.3%
Reserve	-	-	10,000	10,000	-	0.0%
Total Beautification Fund	475,284	1,393,826	2,826,577	3,905,116	1,078,539	38.2%
ECONOMIC DEVELOPMENT FUND						
Economic Development	315,168	453,176	456,400	446,400	(10,000)	-2.2%
Reserve	-	-	25,000	25,000	-	0.0%
Total Economic Development Fund	315,168	453,176	481,400	471,400	(10,000)	-2.1%

Schedule 6: Appropriations By Fund

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2001-2002	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2002-2003	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2002-2003	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2003-2004	CHANGE (BUDG-BUDG)	% CHANGE
TOURISM FUND						
Tourism	\$ 1,292,950	1,286,247	1,734,788	1,731,683	(3,105)	-0.2%
Reserve	-	-	50,000	50,000	-	0.0%
	<u>1,292,950</u>	<u>1,286,247</u>	<u>1,784,788</u>	<u>1,781,683</u>	<u>(3,105)</u>	<u>-0.2%</u>
ARTS AND SCIENCE FUND						
Arts and Science	345,217	381,144	402,699	373,340	(29,359)	-7.3%
Reserve/Contingency	-	-	10,000	10,000	-	0.0%
	<u>345,217</u>	<u>381,144</u>	<u>412,699</u>	<u>383,340</u>	<u>(29,359)</u>	<u>-7.1%</u>
RECREATION-BBB FUND						
Recreation-BBB	1,325,551	3,707,914	5,677,827	2,251,381	(3,426,446)	-60.3%
REAL ESTATE PROCEEDS FUND						
Non-departmental	408,584	250,000	785,000	685,000	(100,000)	-12.7%
COMMUNITY REDEVELOPMENT FUND						
Community Redevelopment	1,649,110	1,038,920	2,012,172	2,380,271	368,099	18.3%
METRO PLANNING ORG FUND						
Community Development	130,357	309,065	265,666	298,126	32,460	12.2%
Total Special Revenue Funds	<u>26,427,526</u>	<u>35,214,793</u>	<u>52,677,246</u>	<u>56,135,070</u>	<u>3,457,824</u>	<u>6.6%</u>
DEBT SERVICE FUNDS						
GENERAL OBLIGATION BONDS FUND						
Non-departmental	1,731,044	1,892,151	1,893,731	2,018,456	124,725	6.6%
SPECIAL ASSESSMENT BONDS FUND						
Non-departmental	299,351	301,272	301,274	302,568	1,294	0.4%
Total Debt Service Funds	<u>2,030,395</u>	<u>2,193,423</u>	<u>2,195,005</u>	<u>2,321,024</u>	<u>126,019</u>	<u>5.7%</u>
CAPITAL PROJECT FUNDS						
General Fund Capital Projects	5,788,006	104,503	136,590	-	(136,590)	-100.0%
Total Capital Projects Funds	<u>5,788,006</u>	<u>104,503</u>	<u>136,590</u>	<u>-</u>	<u>(136,590)</u>	<u>-100.0%</u>
ENTERPRISE FUNDS						
WATER AND WASTEWATER FUND						
General Administration	363,073	285,354	285,354	285,354	-	0.0%
Community Development	610,358	665,796	665,796	665,796	-	0.0%
Management Services	447,950	396,183	396,183	396,183	-	0.0%
Public Works	92,370	64,058	64,058	64,058	-	0.0%
Water Utility	12,067,984	13,949,404	16,650,546	16,063,286	(587,260)	-3.5%
Sewer Utility	5,262,706	6,888,071	8,538,564	11,208,885	2,670,321	31.3%
Non-departmental	201,853	229,328	229,328	229,328	-	0.0%
Contingency	38,353	-	1,400,000	1,400,000	-	0.0%
	<u>19,084,647</u>	<u>22,478,194</u>	<u>28,229,829</u>	<u>30,312,890</u>	<u>2,083,061</u>	<u>7.4%</u>

Schedule 6: Appropriations By Fund

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES 2001-2002	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2002-2003	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2002-2003	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2003-2004	CHANGE (BUDG-BUDG)	% CHANGE
AIRPORT FUND						
General Administration	\$ 135,486	51,638	51,638	51,638	-	0.0%
Community Development	88,296	72,839	72,839	72,839	-	0.0%
Management Services	115,261	149,072	149,072	149,072	-	0.0%
Public Works	8,304,183	6,668,682	8,795,262	6,207,086	(2,588,176)	-29.4%
Water Utility	-	1,037	1,037	1,037	-	0.0%
Non-departmental	40,419	48,704	48,704	48,704	-	0.0%
Contingency	4,964	-	-	-	-	-
	<u>8,688,609</u>	<u>6,991,972</u>	<u>9,118,552</u>	<u>6,530,376</u>	<u>(2,588,176)</u>	<u>-28.4%</u>
ENVIRONMENTAL SERVICES FUND						
General Administration	101,029	152,264	152,264	152,264	-	0.0%
Community Development	106,060	99,022	99,022	99,022	-	0.0%
Management Services	207,193	186,687	186,687	186,687	-	0.0%
Public Works	5,946,776	6,747,011	7,349,538	8,349,164	999,626	13.6%
Water Utility	-	68,266	68,266	68,266	-	0.0%
Non-departmental	103,381	115,030	115,030	115,030	-	0.0%
Contingency	23,735	-	1,500,000	4,690,000	3,190,000	212.7%
	<u>6,488,174</u>	<u>7,368,280</u>	<u>9,470,807</u>	<u>13,660,433</u>	<u>4,189,626</u>	<u>44.2%</u>
STORMWATER UTILITY FUND						
Community Development	-	-	464,212	659,534	195,322	42.1%
Non-departmental	-	-	-	40,560	40,560	-
Contingency	-	-	50,000	10,000	(40,000)	-80.0%
	<u>-</u>	<u>-</u>	<u>514,212</u>	<u>710,094</u>	<u>195,882</u>	<u>38.1%</u>
Total Enterprise Funds	34,261,430	36,838,446	47,333,400	51,213,793	3,880,393	8.2%
EXPENDABLE TRUST FUNDS						
VOLUNTEER FIREMEN'S PENSION	7,200	7,200	7,200	7,200	-	0.0%
TOTAL ALL FUNDS	<u>\$ 103,588,414</u>	<u>109,012,301</u>	<u>145,283,541</u>	<u>156,313,213</u>	<u>11,029,672</u>	<u>7.6%</u>

Schedule 7: Appropriations By Department

CITY OF FLAGSTAFF
 BUDGET BY DEPARTMENT AND DIVISIONS
 COMPARISON OF FISCAL YEAR 2003 AND 2004
 (WITH ACTUAL FOR FISCAL YEAR 2002)

	ACTUAL EXPENDITURES/ EXPENSES 2001-2002	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2002-2003	ADOPTED BUDGETED EXPENDITURE/ EXPENSE 2002-2003	PROPOSED BUDGETED EXPENDITURE/ EXPENSE 2003-2004	CHANGE (BUDG-BUDG)	% CHANGE
GENERAL ADMINISTRATION						
City Manager	\$ 705,331	722,440	777,656	768,467	(9,189)	-1.2%
City Clerk	309,029	190,619	237,259	346,487	109,228	46.0%
Capital Improvement	475,530	(177,216)	(127,296)	(181,211)	(53,915)	42.4%
City Court	1,335,400	1,457,575	1,537,634	1,695,388	157,754	10.3%
Law	818,598	888,777	890,690	916,463	25,773	2.9%
Human Resources	-	355,000	355,000	409,353	54,353	15.3%
Risk Management	-	107,463	107,463	114,568	7,105	6.6%
Tourism - Gen. Admin.	992,888	1,037,830	1,273,472	1,229,816	(43,656)	-3.4%
Visitor Services	300,062	248,417	461,316	501,867	40,551	8.8%
TOTAL	4,936,838	4,830,905	5,513,194	5,801,198	288,004	5.2%
COMMUNITY DEVELOPMENT						
Community Development Admin.	330,843	233,655	381,311	207,195	(174,116)	-45.7%
Engineering	1,707,712	1,547,961	1,950,545	1,490,729	(459,816)	-23.6%
Building Inspection	737,175	898,328	749,519	918,103	168,584	22.5%
Community Redevelopment	1,649,110	1,038,920	2,012,172	2,380,271	368,099	18.3%
Planning	1,191,352	1,025,951	1,176,386	1,111,840	(64,546)	-5.5%
Stormwater Utility	-	-	464,212	444,534	(19,678)	-4.2%
Stormwater Capital	-	-	-	215,000	215,000	-
Drainage	2,895,470	1,116,015	4,445,072	5,052,738	607,666	13.7%
Transportation	2,888,435	8,057,817	11,284,832	12,715,274	1,430,442	12.7%
Debt Service-4th Street	-	-	-	1,750,000	1,750,000	-
Urban Design	75,547	114,452	114,452	87,911	(26,541)	-23.2%
Streetscape	221,855	386,714	781,975	1,389,615	607,640	77.7%
Flag Urban Trails System	177,882	892,660	1,920,150	2,417,590	497,440	25.9%
Arts and Science	345,217	381,144	402,699	373,340	(29,359)	-7.3%
Metro Planning Organization	130,357	309,065	265,666	298,126	32,460	12.2%
TOTAL	12,350,955	16,002,682	25,948,991	30,852,266	4,903,275	18.9%
MANAGEMENT SERVICES						
Human Resources	439,985	-	-	-	-	-
Information Systems	971,574	945,860	1,001,492	1,160,240	158,748	15.9%
Management Services Admin.	758,477	675,666	694,765	749,129	54,364	7.8%
Finance/Budget	552,557	685,507	691,468	736,523	45,055	6.5%
Sales Tax & Licensing	451,081	471,952	473,360	493,043	19,683	4.2%
Library	2,192,833	2,701,180	2,696,543	2,467,065	(229,478)	-8.5%
Library Grants	189,160	739,199	706,870	900,334	193,464	27.4%
TOTAL	5,555,667	6,219,364	6,264,498	6,506,334	241,836	3.9%
FIRE DEPARTMENT	6,267,283	7,411,827	7,740,544	6,984,231	(756,313)	-9.8%
POLICE DEPARTMENT						
Police	9,236,760	10,303,474	10,439,302	11,237,271	797,969	7.6%
Police Grants	554,052	430,934	398,698	830,784	432,086	108.4%
TOTAL	9,790,812	10,734,408	10,838,000	12,068,055	1,230,055	11.3%

Schedule 7: Appropriations By Department

	ACTUAL EXPENDITURES/ EXPENSES 2001-2002	ESTIMATED ACTUAL EXPENDITURES/ EXPENSES 2002-2003	ADOPTED BUDGETED EXPENSE 2002-2003	PROPOSED BUDGETED EXPENSE 2003-2004	CHANGE (BUDG-BUDG)	% CHANGE
PUBLIC WORKS						
Public Works Administration	\$ 166,042	177,653	178,881	192,551	13,670	7.6%
USGS Facilities	241,915	888,301	991,950	770,450	(221,500)	-22.3%
Parks	1,794,645	1,952,066	2,477,851	2,351,227	(126,624)	-5.1%
Fleet Services	252,592	56,974	-	-	-	-
Cemetery	162,844	195,941	205,156	273,772	68,616	33.4%
Public Facilities Maintenance	709,308	686,153	1,012,709	962,863	(49,846)	-4.9%
Recreation	2,058,449	2,256,906	2,723,098	2,752,496	29,398	1.1%
Street Maintenance & Repairs	2,632,927	2,980,342	3,500,351	3,305,812	(194,539)	-5.6%
Street Const. & Reconstruction	7,793,123	5,183,204	7,528,695	4,399,335	(3,129,360)	-41.6%
Transportation CIP	572,790	2,440,302	7,530,606	13,935,500	6,404,894	85.1%
Street & Highway User Rev Bonds	2,391,679	2,421,860	2,512,623	2,034,836	(477,787)	-19.0%
Airport	7,929,969	6,304,482	8,430,799	5,845,032	(2,585,767)	-30.7%
Debt Service - Airport	345,400	299,818	300,081	297,672	(2,409)	-0.8%
Environmental Services	5,786,488	6,519,395	7,121,922	8,121,548	999,626	14.0%
Recreation-BBB	1,325,551	3,707,914	5,677,827	2,251,381	(3,426,446)	-60.3%
TOTAL	34,163,722	36,071,311	50,192,549	47,494,475	(2,698,074)	-5.4%
UTILITIES						
Administration	606,622	712,465	823,384	1,157,897	334,513	40.6%
Lake Mary Water Plant	3,076,702	3,244,828	3,251,618	3,568,321	316,703	9.7%
Customer Service	544,091	640,816	645,448	699,240	53,792	8.3%
Water Distribution System	935,392	970,547	970,369	1,004,591	34,222	3.5%
Booster Stations	45,349	46,923	65,008	53,095	(11,913)	-18.3%
Betterments & Imp. Water Dist	563,098	1,820,638	3,079,692	5,498,309	2,418,617	78.5%
Betterments & Imp. Water Prod	4,817,871	4,476,962	5,381,871	1,891,500	(3,490,371)	-64.9%
Wastewater Treatment	1,411,030	1,492,501	1,434,879	2,393,014	958,135	66.8%
Wastewater Collection	599,998	726,492	747,051	829,193	82,142	11.0%
Wastewater Monitoring	302,512	253,660	257,248	298,464	41,216	16.0%
Reclaim Water Plant	856,017	808,549	917,789	-	(917,789)	-100.0%
Wastewater Treatment Imp	268,276	402,683	1,757,896	2,316,768	558,872	31.8%
Wastewater Collection Imp	534,367	1,472,599	1,672,266	3,639,514	1,967,248	117.6%
Debt Service - Water	1,478,859	2,125,888	2,522,819	2,279,996	(242,823)	-9.6%
Debt Service - Sewer	1,290,506	1,731,587	1,751,435	1,731,932	(19,503)	-1.1%
TOTAL	17,330,690	20,927,138	25,278,773	27,361,834	2,083,061	8.2%
NON-DEPARTMENTAL						
Council & Commissions	152,139	131,860	139,870	184,053	44,183	31.6%
Contributions to Other Agencies	1,015,526	729,349	752,188	760,016	7,828	1.0%
Non-Departmental	3,217,034	2,695,155	4,519,739	7,296,127	2,776,388	61.4%
Real Estate Proceeds	408,584	250,000	785,000	685,000	(100,000)	-12.7%
Firemen's Pension	7,200	7,200	7,200	7,200	-	0.0%
G.O. Bond - Debt Service	1,731,044	1,892,151	1,893,731	2,018,456	124,725	6.6%
Special Assessments Bonds	299,351	301,272	301,274	302,568	1,294	0.4%
General Fund Capital Projects	5,788,006	104,503	136,590	-	(136,590)	-100.0%
Economic Development	315,168	453,176	456,400	446,400	(10,000)	-2.2%
TOTAL	12,934,052	6,564,666	8,991,992	11,699,820	2,707,828	30.1%
RESERVES/CONTINGENCIES	258,395	250,000	4,515,000	7,545,000	3,030,000	67.1%
GRAND TOTAL	\$ 103,588,414	109,012,301	145,283,541	156,313,213	11,029,672	7.6%

This schedule includes the entire budgetary responsibility of the division without regard to funding source. Operating revenue transfers provide the level of accountability for division managers and department heads.

Schedule 8: Equipment

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL EQUIPMENT
FISCAL YEAR 2003-2004

DIV #	DIVISION	CAPITAL EQUIPMENT	CARRYFWD 2002-2003	BUDGET 2003-2004
11	LIBRARY	OFFICE EQUIPMENT/FURNITURE	\$ 18,394	18,394
21	FIRE	SCBA REPLACEMENT - SPECIAL OPERATIONS	-	63,000
		CHEMICAL HAZ-MAT DETECTOR	-	19,840
22	POLICE	FLEET-REPLACEMENT PATROL SEDANS	-	97,500
		AUTOMATED DISPATCH SERVER	-	81,500
		LOGGIN RECORDER	-	49,000
23	POLICE GRANTS	MOTORCYCLES (3)	-	43,613
26	PARKS	WALKWAYS/RAMPS/STAIRS - UNIV HIGHLANDS	-	28,950
		WALKWAY/PICNIC TABLE PADS - MCPHERSON	-	5,050
		ENTRY STAIRS - SMOKERISE PARK	-	5,050
		DUGOUTS AT LL MAJOR FIELD - THORPE	-	9,400
		BACKSTOP & FENCES AT LL FIELD - GUADALUPE	-	10,000
		TENNIS & BASKETBALL COURT RESURFACING	-	32,600
		BACKSTOP/OUTFIELD AT LL MINOR FIELDS -CONT.	-	20,000
		1 TON DUMP BED TRUCK - FLEET	-	29,800
		3/4 TON 4X4 TRUCK - FLEET	-	27,000
28	CEMETERY	BACKHOE - FLEET	-	85,000
		COLUMBARIUM	-	18,000
29	FACILITIES MAINTENANCE	SOIL REMEDIATION	20,000	20,000
30	RECREATION	DRIVEWAY, CURB AND SIDEWALK REPAIRS - ADULT CNTR	-	13,500
		DEHUMIDIFIER - ACTIVITY CENTER	36,500	36,500
		PHONE LINES	14,200	14,200
		ROOF - FLAG REC CENTER	32,000	32,000
		POOL DECKS	73,600	73,600
		BASKETBALL COURT FLOORS	25,800	25,800
32	STREET MAINT & REP	FLEET-STREET SWEEPER	-	150,000
		FLEET - STREET SWEEPER	-	150,000
		FLEET - STREET SWEEPER	148,000	148,000
		COMMERCIAL TRUCK PLOWS	-	17,000
		LED TRAFFIC BULBS	-	35,175
		2500 GALLON WATER TANK	-	19,000
		CINDER BOX REPLACEMENTS	-	37,500
		INSTALL RECLAIM WATER TO WASH RACK	-	18,000
		END DUMP TRAILER REPLACEMENT FOR 99 CLEMENT	-	40,000
38	AIRPORT	AIRCRAFT RESCUE/FIREFIGHTING VEHICLE	-	944,550
		FLEET - SEDAN REPLACEMENT	-	18,000
		LEASE PAYMENTS - ALPHA HANGAR	-	34,639
		LEASE PAYMENTS - ECHO HANGAR	-	54,949
		LEASE PAYMENTS - NEW HANGARS	-	50,000

Schedule 8: Equipment

DIV #	DIVISION	CAPITAL EQUIPMENT	CARRYFWD	BUDGET
			2002-2003	2003-2004
41	ENVIRONMENTAL SVCS	METHANE GAS MITIGATION	\$ 35,000	52,000
		VADOSE ZONE WELL EXTENSIONS	15,000	15,000
		METHANE MONITORING WELLS	23,000	35,000
		RESIDENTIAL SIDE LOADER	-	176,000
		RESIDENTIAL SIDE LOADER	-	176,000
		COMMERCIAL TOP LOADER	-	175,000
		ROLL OFF VEHICLE	-	134,000
		LANDFILL TRASH COMPACTOR	-	425,000
		STATION SURVEY EQUIPMENT	-	18,000
		DOZER BLADE/RAKE	-	45,000
		COMPACTOR REBUILD	120,000	120,000
		TREE CLEARING	40,000	40,000
		WIND BLOWN LITTER FENCE	45,000	45,000
42	UTILITIES	WILDLIFE VIEWING AREA	-	10,000
47	LAKE MARY WTR PLAN	LAKE MARY WELL MAINTENANCE AGREEMENT	-	130,000
		WM WELL MAINTENANCE AGREEMENT	-	210,000
		ULM DAM IMPROVEMENTS	-	20,000
		BASIN PUMP SYSTEM	-	16,000
		POWER GENERATOR	-	48,500
		SCADA - UPS UNIT	-	10,000
		LOCAL WELL MAINTENANCE AGREEMENT	-	60,000
		PHONE SYSTEM	6,500	6,500
49	WTR DISTR SYSTEM	WATER METERS, BOXES, VAULTS	-	79,000
		FIRE HYDRANTS & FIRE HYDRANT EXT.	-	7,000
		MAIN LINE PIPE AND VALVES	-	5,000
51	BETTRMTS & IMP WATER	RADIO READ METERS	-	300,000
52	WATER PRODUCTION	WATER SYSTEM OPTIMIZATION	112,500	112,500
		WATER SYSTEM VULNERABILITY	-	29,000
53	WW TREAT PLANT	INFLUENT FLOW METER	-	29,300
		REPLACE SHOP ROLL UP DOOR	-	5,500
		HEADWORKS HEATER	-	6,875
		PHONE SYSTEM	15,000	15,000
		BLOWER MODIFICATION	28,500	28,500
54	WSTWTR COLLECTION	CAMEL - HYDRO-VAC REPLACEMENT		275,000
57	WSWTR TREATMENT	WW OPTIMIZATION	204,500	204,500
		WILDCAT BOILER	-	43,709
		WILDCAT CRACK/CHIPSEAL	-	50,000
		RIO PLANT UPS	-	23,185
		RESERVE FOR PLANT ENGINEERING	30,000	30,000
		WILDCAT SEPS PUMP	64,169	64,374
65	CITY COURT	FLEET - POLICE SEDAN	-	24,375
66	NON-DEPARTMENTAL	COLOR /BLACK & WHITE NETWORK COPIER	20,000	20,000
		AS400 ISERIES MODEL 810	-	140,000
		CISCO CORE SWITCH - REPLACEMENT	-	120,000
		HP DESIGNJET LARGE FORMAT PRINTER (GIS)	-	12,000
		TRIMBLE GEOXT GPS (SUBMETER) WITH ARCPAD	-	5,000
		HERITAGE SQUARE CANOPY	-	21,245
		MOBILE DATA COMPUTER SYSTEM - PD	-	350,000
		TOTAL	\$ 1,127,663	6,544,173

CITY OF FLAGSTAFF
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2003-2004

DIV #	DIVISION	PROJECT	CARRYFWD 2002-2003	BUDGET 2003-2004
11	LIBRARY	AIR CONDITIONER FOR MAIN LIBRARY	\$ -	100,000
		REMODEL BATHROOMS AT MAIN LIBRARY	-	40,000
20	USGS	REMODEL USGS BUILDING 2	-	150,000
26	PARKS	LAND ACQUISITION - GUADALUPE	-	200,000
29	FACILITIES MAINTENANCE	ADA IMPROVEMENTS	184,023	184,023
30	RECREATION	ADA/RECREATION FACILITY RENOVATION	169,355	577,891
33	STREET CONSTRUCTION	RESERVE FOR IMPROVEMENTS	-	49,877
		ANNUAL SIDEWALK REPLACEMENT PGM	-	15,000
		ANNUAL STREET MAINTENANCE PGM	-	1,601,071
		SUNNYSIDE NEIGHBORHOOD IMPROVEMENTS	-	1,804,354
		SOUTHSIDE TRAFFIC CIRCULATION	-	152,400
		ANNUAL ADA IMPROVEMENTS	-	155,155
		BUS PULLOUTS	-	306,478
		ENTERPRISE/BUTLER	-	315,000
34	DRAINAGE	RIO DE FLAG FLOOD CONTROL	3,315,740	5,052,738
35	4TH STREET OVERPASS	FOURTH ST RAIL CROSSING	3,078,207	10,699,075
37	AIRPORT CAPITAL PROJ	DESIGN/BUILD BOX HANGARS AND SHADE	1,838,144	2,524,144
		NEW MASTER PLAN AND NOISE STUDY	-	266,436
		DESIGN/CONSTRUCT FIRE STATION	-	702,315
		DESIGN/CONSTRUCT RUNWAY EXTENSION	375,726	375,726
41	ENVIRONMENTAL SERVICES	MATERIALS RECYCLING FACILITY SITE ENTRY	240,000	320,000
		LANDFILL CLOSURE SETASIDE	-	500,000
47	LAKE MARY WTP	INNER BASIN PIPE	-	129,382
		LAND ACQUISITION FUND	-	20,000
51	BETTRMTS & IMP WATER	AMBERWOOD BOOSTER STATION	-	318,262
		AGASSIZ/DUPONT/VERDE WATERLINE	154,771	167,595
		COCONINO AVE. WATERLINE	107,590	130,657
		LUCKY LANE WATERLINE	13,669	33,473
		SUNNYSIDE PHASE II	993,573	993,573
		SUNNYSIDE PHASE III	-	1,339,231
		MALL INFRASTRUCTURE PROJECT	-	401,084
		FOXGLENN/SKYVIEW WATERLINE	-	861,862
		BLACK BART/SINGAUA HEIGHTS WATERLINE	-	830,703
		RESERVE FOR REPLACEMENTS	-	115,927
		HUMPHREYS WATERLINE	-	5,942
52	BET & IMP WTR DIST	TOWN WELL #5	-	1,500,000
		WOODY MTN ARSENIC REMOVAL	-	250,000
57	WSTWTR TREATMENT IMP	WC UPGRADE/RECLAIM CONN	-	1,851,000
		LOADOUT STATION	-	50,000

Schedule 9: CIP

DIV #	DIVISION	PROJECT	CARRYFWD 2002-2003	BUDGET 2003-2004
58	WSTWTR COLLECTION IMP	SECOND STREET SEWER REPLACEMENT	\$ 200,000	200,000
		ARROWHEAD/MT VIEW SEWER	105,547	845,077
		RECLAIM HYDRANTS	-	77,064
		NAU RECLAIM SYSTEM	-	707,565
		SILER HOMES RECLAIM EXTENSION	-	252,938
		MALL INFRASTRUCTURE	-	406,084
		RIO OUTFALL	-	236,402
		RESERVE FOR IMPROVEMENTS	-	87,000
		CHRISTENSEN SCHOOL RECLAIM EXTENSION	-	821,549
		HUMPHREYS SEWER	5,835	5,835
65	CITY COURT	REMODEL OF COURTHOUSE	26,105	26,105
66	NON-DEPARTMENTAL	HEIL PURCHASE	-	455,000
		DOWNTOWN REDEVELOPMENT	1,487,000	3,572,000
67	REAL ESTATE PROCEEDS	ACQUISITION OF OPEN SPACES	535,000	685,000
74	STREETSCAPE	SPECIAL PROJECTS	-	25,000
		RIO DE FLAG CORRIDOR ENHANCEMENTS	-	150,000
		OPEN SPACE RESTORATION & ENHANCEMENTS	-	30,000
		RT 66 - ELDEN TO SAN FRANCISCO	-	20,000
		RT 66 - FANNING TO SPUR	50,000	150,854
		RT 66 - ENTERPRISE TO ARROWHEAD	-	288,261
		US 89 RAILHEAD TO SNOWFLAKE	-	575,500
		REDEVELOPMENT OPPORTUNITY FUND	-	50,000
		ADOT TI AND GATEWAY	40,000	100,000
75	FLAGSTAFF URBAN TRAIL	FUTS - ROW AND OPEN SPACE OPPORTUNITY	-	100,000
		FUTS - CRESCENT TO CHESHIRE	175,000	398,963
		FUTS - BOW AND ARROW WASH	160,000	105,376
		FUTS - US 180 SECHRIST TO FREMONT	250,000	750,000
		FUTS - HOSPITAL LINK - FOREST TO BEAVER	-	48,825
		FUTS - TUNNEL SPRINGS TRAIL	-	75,000
		FUTS - MCMILLAN MESA SYSTEM	-	114,425
		FUTS - DOWNTOWN RIO CORRIDOR	-	80,436
		FUTS - LONE TREE CORRIDOR	-	361,945
		FUTS - BNSF TRAIL, WEST VILLAGE TO RIO	-	142,620
		FUTS - LAKE MARY RD; BEULLAH TO PONDEROSA	150,000	240,000
85	VISITOR SERVICES	VISITOR CENTER RENOVATIONS	211,280	211,280
91	RECREATION-BBB TAX	THORPE PARK IMPROVEMENTS	35,661	1,719,167
		THOMAS FIELD IMPROVEMENTS	389,222	394,831
		AQUATIC CENTER DESIGN	-	104,383
92	TRANSPORTATION CIP	SOLIERE AVENUE EXTENSION	200,000	419,894
		COUNTRY CLUB DR WIDENING	619,588	627,718
		EMPIRE AVENUE EXTENSION	482,500	1,622,558
		TRANSPORTATION PLANNING & PROGRAMMING	439,004	521,955
		MISC BIKE/PED	-	221,889
		MISC SAFE TO SCHOOL	-	683,518
		HUNTINGTON DRIVE IMPROVEMENTS	-	539,081
		EAST FLAGSTAFF GATEWAY	-	8,648,887
		BEULLAH BLVD EXTENSION	-	500,000
		THOMAS/LOCKETT INTERSECTION	-	150,000
99	STORMWATER CAPITAL PROJECTS	6TH AVENUE DETENTION BASIN	-	215,000
		TOTAL	\$ 16,032,540	63,855,359

Schedule 10: Debt Service

CITY OF FLAGSTAFF
DEBT SERVICE REQUIREMENTS
FISCAL YEAR 2003-2004

	ORIGINAL ISSUE	OUTSTANDING 07/01/2003	PRINCIPAL	INTEREST	FISCAL CHARGES	TOTAL REQUIREMENTS
GENERAL FUND [70]						
Existing Debt:						
G.O. Series '97	\$ 9,500,000	4,385,000	1,670,000	206,580	320	1,876,900
2001 Parks & Recreation	3,100,000	3,100,000	-	141,001	555	141,556
	<u>12,600,000</u>	<u>7,485,000</u>	<u>1,670,000</u>	<u>347,581</u>	<u>875</u>	<u>2,018,456</u>
UTILITIES FUNDS [59,60]						
Existing Debt:						
G.O. Series '91B	924,240	204,064	-	30,053	650	30,703
G.O. Series '93	6,000,000	1,580,000	430,000	210,073	550	640,623
State Revolving Loan	6,000,000	3,197,726	309,645	108,787	9,593	428,025
G.O. Bonds '97	8,000,000	7,815,000	-	381,580	273	381,853
G.O. Series 2001	13,820,000	11,455,000	1,555,000	495,333	1,590	2,051,923
WIFA 2002	6,775,760	6,537,329	246,889	231,912	-	478,801
	<u>41,520,000</u>	<u>30,789,119</u>	<u>2,541,534</u>	<u>1,457,738</u>	<u>12,656</u>	<u>4,011,928</u>
AIRPORT FUND [39]						
Existing Debt:						
G.O. Airport	3,450,000	1,675,000	225,000	72,432	240	297,672
	<u>3,450,000</u>	<u>1,675,000</u>	<u>225,000</u>	<u>72,432</u>	<u>240</u>	<u>297,672</u>
STREETS FUNDS [36]						
Existing Debt:						
Jr. Lien Rev Bonds, Series '92	5,580,000	5,580,000	-	341,673	636	342,309
G. O. Series 2003	9,375,000	9,210,000	1,410,000	265,477	550	1,676,027
Proposed Debt:						
HELP LOAN	3,000,000	3,000,000	-	16,500	-	16,500
	<u>17,955,000</u>	<u>17,790,000</u>	<u>1,410,000</u>	<u>623,650</u>	<u>1,186</u>	<u>2,034,836</u>
4TH STREET [87]						
Proposed Debt:						
4th Street	25,000,000	25,000,000	500,000	1,250,000	-	1,750,000
	<u>25,000,000</u>	<u>25,000,000</u>	<u>500,000</u>	<u>1,250,000</u>	<u>-</u>	<u>1,750,000</u>
SPECIAL ASSESSMENT DISTRICTS [96]						
Existing Debt:						
Downtown (001)	1,525,000	390,000	190,000	16,815	550	207,365
Bow and Arrow (002)	720,000	554,000	69,000	25,455	648	95,103
	<u>2,245,000</u>	<u>944,000</u>	<u>259,000</u>	<u>42,270</u>	<u>1,198</u>	<u>302,468</u>
OTHER DEBT (20)						
Existing Debt:						
USGS	4,700,000	4,445,000	265,000	197,199	3,240	465,439
	<u>4,700,000</u>	<u>4,445,000</u>	<u>265,000</u>	<u>197,199</u>	<u>3,240</u>	<u>465,439</u>
Total Debt Service Requirements	\$ 107,470,000	88,128,119	6,870,534	3,990,870	19,395	10,880,799

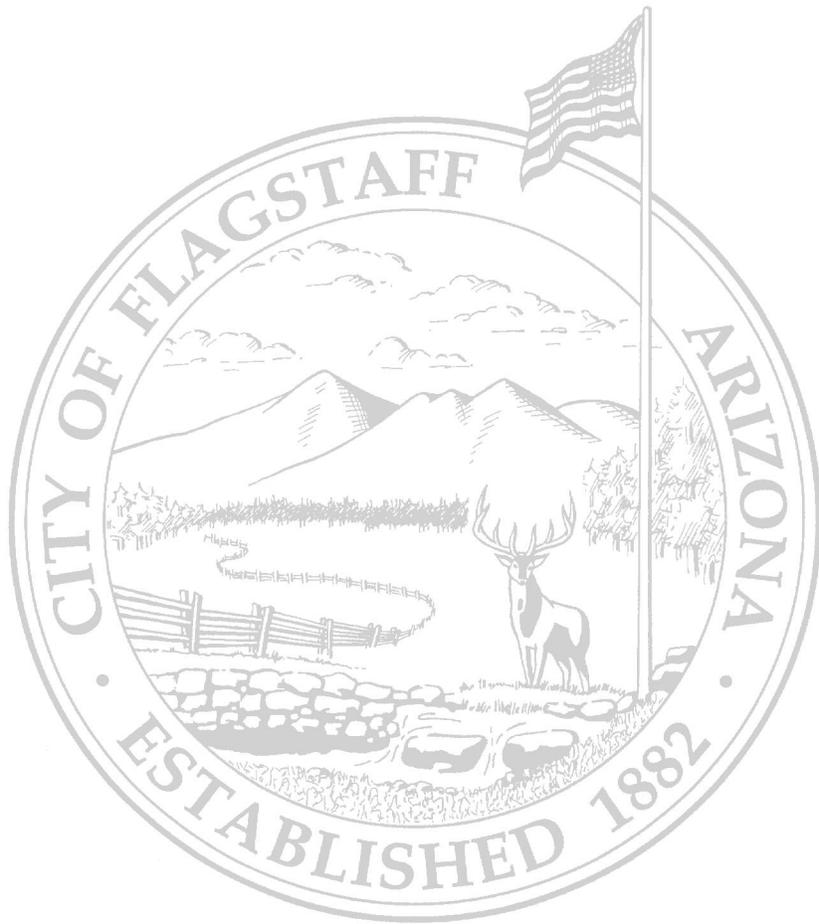
Schedule 11: Leases

CITY OF FLAGSTAFF
CAPITAL LEASES AND LOANS EXCLUDING DEBT SERVICE
FISCAL YEAR 2003-2004

DEPT	ITEM DESCRIPTION	2003-04	2004-05	2005-06	2006-07	2007-17	TOTAL
<u>EXISTING:</u>							
38	West T-Hangars (\$295,000)	\$ 34,639	-	-	-	-	34,639
38	Airport Hangar Loan-ADOT (\$600,000)	54,949	54,949	54,949	54,949	522,017	741,813
Total Existing Capital Leases/Loans		89,588	54,949	54,949	54,949	522,017	776,452
<u>PROPOSED:</u>							
38	Hangar Construction (\$2,586,000)	50,000	264,034	265,221	264,715	3,123,564	3,967,534
Total Capital Leases/Loans Budgeted		\$ 139,588	318,983	320,170	319,664	3,645,581	4,743,986

CITY OF FLAGSTAFF
SUMMARY OF ALL FISCAL ACTIVITY

	Actual 2000-2001	Budget 2001-2002	Estimate 2001-2002	Budget 2002-2003
Sources of Funds				
Total Beginning Fund Balance	\$ 73,610,775	74,846,768	75,058,903	93,216,756
Revenues	105,036,542	106,950,770	127,170,154	108,502,196
Total Funds Available	<u>178,647,317</u>	<u>181,797,538</u>	<u>202,229,057</u>	<u>201,718,952</u>
Use of Funds				
Departments				
General Administration	4,936,838	5,975,593	4,830,905	5,801,198
Management Services	5,555,667	6,264,498	6,219,364	6,506,334
Community Development	12,350,955	25,948,991	16,002,682	29,102,266
Fire	6,267,283	7,740,544	7,411,827	6,984,231
Police	9,790,812	10,838,000	10,734,408	12,068,055
Public Works	30,101,092	41,239,619	29,176,080	42,445,147
Utilities	14,561,325	21,004,519	17,069,663	23,349,906
Non-Departmental	5,306,959	6,197,998	4,420,260	9,378,896
Contingency	258,395	4,515,000	250,000	7,545,000
Total Departments	<u>89,129,326</u>	<u>129,724,762</u>	<u>96,115,189</u>	<u>143,181,033</u>
Debt Service				
G.O. Bonds	1,539,736	1,893,731	1,738,631	2,018,456
Transportation	-	-	-	1,750,000
Street & Highway Revenue Bonds	2,391,679	2,512,623	2,421,860	2,034,836
Airport	345,400	300,081	299,818	297,672
Special Assessment Districts	299,351	301,274	301,272	302,468
USGS	-	462,399	465,639	465,439
Utilities	2,769,365	4,274,254	3,857,475	4,011,928
Total Debt Service	<u>7,345,531</u>	<u>9,744,362</u>	<u>9,084,695</u>	<u>10,880,799</u>
Other Activities				
General Fund Capital Projects	5,788,006	136,590	104,503	-
Parks Bond Projects	1,325,551	5,677,827	3,707,914	2,251,381
Total Other Activities	<u>7,113,557</u>	<u>5,814,417</u>	<u>3,812,417</u>	<u>2,251,381</u>
Total Appropriations	<u>103,588,414</u>	<u>145,283,541</u>	<u>109,012,301</u>	<u>156,313,213</u>
Excess (Deficiency) of Revenues over Appropriations	<u>1,448,128</u>	<u>(38,332,771)</u>	<u>18,157,853</u>	<u>(47,811,017)</u>
Ending Fund Balances				
General Fund	16,749,852	5,840,606	18,204,628	5,637,376
Special Revenue Funds:				
Library	1,012,855	266,387	564,830	166,853
Streets	7,915,279	676,021	5,345,185	1,314,625
Transportation	6,878,044	3,524,352	27,275,704	12,957,612
Beautification	1,320,642	62,276	1,483,815	75,956
Economic Development	188,344	108,472	141,946	103,327
Tourism	799,159	285,152	744,671	234,578
Arts & Science	162,235	123,659	165,026	114,234
Recreation	5,833,623	1,029,947	3,081,616	1,578,534
Real Estate Proceeds	1,099,087	785,140	1,021,900	664,250
Comm Redevelopment	461,601	314	545,036	6,872
Metro Planning Org	-	-	-	-
Debt Service Funds:				
G.O. Bond Fund	11,781	8,449	12,081	12,381
Sec. Property Tax	313,239	372,914	357,631	942,459
Special Assessment	356,737	289,301	453,031	383,874
Capital Projects Funds:				
General Fund	425,203	29,839	-	-
Enterprise Funds:				
Utilities				
Operating	25,976,281	19,835,606	28,886,683	18,089,501
Bonds	-	-	-	-
Environmental Services	4,926,074	2,372,080	4,301,521	2,486,308
Airport				
Operating	16,050	16,248	15,367	15,508
Airpark Proceeds	386,185	387,822	394,185	400,085
Stormwater Utility	-	272,705	-	1,906
Expendable Trust Funds	226,632	226,707	221,900	219,500
Total Ending Fund Balance	<u>\$ 75,058,903</u>	<u>36,513,997</u>	<u>93,216,756</u>	<u>45,405,739</u>



GENERAL ADMINISTRATION

GENERAL ADMINISTRATION DEPARTMENT MISSION

It is the mission of the **City Manager's** office to direct and coordinate City staff to provide effective, efficient, and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity important to the accomplishment of directives established by the City Council.

The mission of the **City Clerk's** office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: Conducting fair and open municipal elections; overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

The mission of the **Capital Improvement Division** is to provide expertise and efficient, responsible management of resources to deliver a quality program and projects that improve the community of Flagstaff.

The mission of the **Human Resources Division** is to support the City of Flagstaff's commitment to enhancing partnerships with the citizens of our community by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued.

The mission of the **Risk Management Division** is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets, and liabilities to protect its employees, property, and citizens and enable the City to achieve its primary aims of enhanced quality of life and service to its citizens.

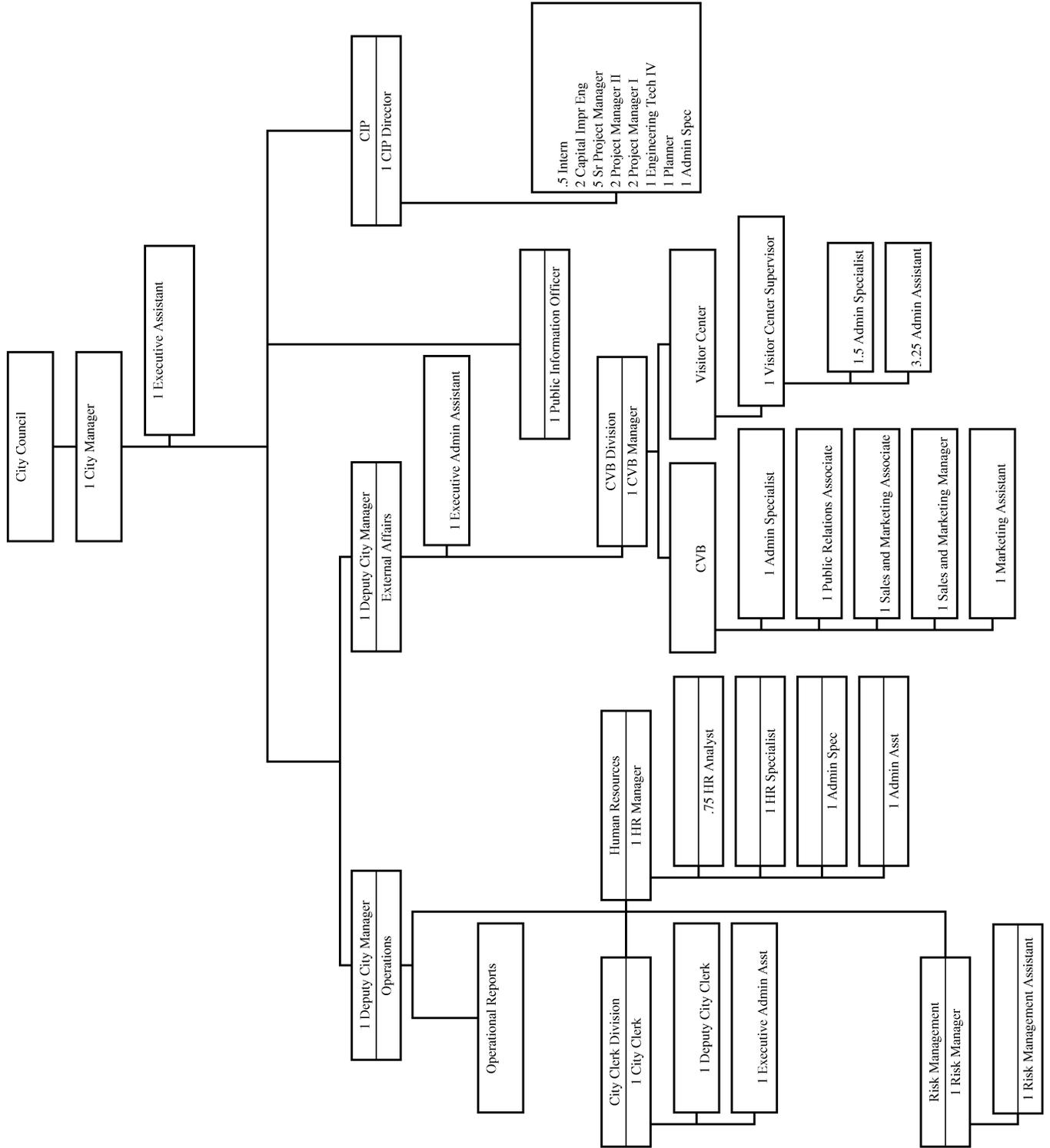
The mission of the **City Attorney's** office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

The mission of the employees of the **Flagstaff Municipal Court** is to foster a positive and productive environment that promotes the efficient and effective administration of justice.

The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

The mission of **Visitor Services** is to provide to visitors on a daily basis the most complete information on tourism opportunities in Flagstaff and Northern Arizona.

General Administration



MISSION

The mission of the City Manager’s office is to direct and coordinate City staff to provide effective, efficient, and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity important to the accomplishment of directives established by the City Council.

PROGRAM DESCRIPTION

The City Manager is responsible for providing professional leadership in administering the programs and policies established by the Mayor and Council. The Manager informs and advises the Council on the affairs of the City, studies and proposes alternatives solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all Departments/Divisions under his authority to provide effective services at the lowest possible costs.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Kept the citizens well informed and educated through the timely dissemination of information and the facilitation of community input to the Council about City issues, programs, and services. Completed with Cityscape, press releases, PIO reports on local media and news reports.
- ❖ Maintained positive communication links with the local media by:
 - Maintaining and/or increasing City television reports providing information to the community about City programs and services. Maintained TV reports to community.
 - Maintaining and/or increasing City radio reports providing information to the community about City programs and services. Radio reports were reduced slightly when one radio station left the Flagstaff market.
 - Holding annual meetings with local news agency representatives to evaluate and enhance methods of City communication to community. Held meetings with Channel 2 and Arizona Daily Sun.
- ❖ Maintained or improved communication dissemination to citizens by:
 - Improving and updating the City web page with current information on programs and services. Provided timely updates to Web site and added some new material.

- Coordinating the development, design, layout, and distribution of Cityscape four times a year. Cityscape produced on times four times a year.
- Maintaining or expanding televised City Council Work Sessions on Cable Channel 4 to community. Coordinated with Videographer and NAU to provide televised work sessions.
- ❖ Maintained and/or increase the City’s ability to have two-way communication with citizens outside of City Hall by coordinating neighborhood meetings with the City Council, neighborhoods, schools, and police block watch officers. Four neighborhood meetings held.
- ❖ Asked for citizen feedback on City services/programs to measure improvements and/or deficiencies through a citizen survey at least annually. One survey completed and results reported to Council and the community.
- ❖ Improved the City’s efforts at educating and involving employees as an information source. Used emails, meetings, and handouts to advise employees of City issues and activities.

FY04 GOALS AND OBJECTIVES

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Maintain City Manager/City Council working relationships for policy development.
- ❖ Continue Organizational Development implementation focusing on communication, customer service, leadership development, and organization structure.
- ❖ Provide organization leadership and coordination toward implementation of Council goals.
- ❖ Continue to provide sufficient information to citizens to gain their understanding of City issues and implement methods to obtain meaningful citizen input.

GOAL: COLLABORATION

OBJECTIVE:

- ❖ Coordinate Council and staff effort toward building partnership and intergovernmental relationships to pursue policies, services, and goals in the interests of the Flagstaff community.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Keep the citizens well informed and educated through the timely dissemination of information and the facilitation of community input to the Council about City issues, programs, and services.

- ❖ Maintain positive communication links with the local media by:
 - Maintaining and/or increasing City television reports providing information to the community about City programs and services.
 - Maintaining and/or increasing City radio reports providing information to the community about City programs and services.
 - Holding annual meetings with local news agency representatives to evaluate and enhance methods of City communication to the community.
- ❖ Maintain or improve communication dissemination to citizens by:
 - Improving and updating the City web page with current information on programs and services.
 - Coordinating the development, design, layout, and distribution of Cityscape four times a year.
 - Maintaining or expanding televised City Council Work Sessions on Cable Channel 4 to community with some pre-meeting announcements and interviews.
- ❖ Maintain and/or increase the City's ability to have two-way communication with citizens outside of City Hall by coordinating neighborhood meetings with the City Council, neighborhoods, schools, and police block watch officers.
- ❖ Seek citizen feedback on City services/programs to measure improvements and/or deficiencies through a citizen survey at least annually.
- ❖ Improve the City's efforts at educating and involving employees as an information source.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Maintain and/or increase City TV reports providing information to the community about City programs, services, issues	50 reports/yr	50 reports/year	50 reports/year
Maintain and/or increase City radio reports providing information to the community about City programs, services, and issues. (1) Decrease due to budget reductions.	150 reports/year	120 reports/year (1)	100 reports/year (1)
Hold twice yearly meetings with local news agency representatives to evaluate and enhance methods of City communications to community	1 meeting – 3 agencies	2 meetings – all agencies	1 meeting all agencies
Improve and update City web page with new information on programs and services	Added 6 new information elements	Develop a plan for transition to e-government and added 5 new pages	Hire new Web/ hosting provider to update look, with all information current and the ability for city staff to provide updates to the site.
Coordinate the development, design, layout, and distribution of Cityscape	6 times/year	4 times/year	4 times/year
Maintain or expand televised City Council work Sessions on Cable Channel 4 to community	47 times/year	48 times/year	48 times/year

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Coordinate neighborhood meetings with the City Council, neighborhoods, schools, and police Block Watch officers	4 times/year	4 times/year	4 times/year
Develop, coordinate and report the findings of a professional survey of citizen's views on City issues, programs, and services	1 survey completed	1 survey completed	1 survey completed
Develop and implement methods to distribute information to employees and get their feedback on key city programs or services	Development Stage	City Manager quarterly meetings started, employee focus groups, emails and flyers.	At least 4 quarterly meetings with employees and focus groups. Maintain or increase number of informational emails and or flyers

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 507,089	\$ 583,451	\$ 576,455	\$ 593,047	\$ 9,596
CONTRACTUAL	177,928	180,020	137,953	167,560	(12,460)
COMMODITIES	20,314	14,185	8,032	7,860	(6,325)
CAPITAL	-	-	-	-	-
TOTAL	\$ 705,331	\$ 777,656	\$ 722,440	\$ 768,467	\$ (9,189)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 555,455	\$ 623,356	\$ 601,141	\$ 628,067	\$ 4,711
PUBLIC INFORMATION	128,768	108,650	78,808	96,350	(12,300)
CUSTOMER SERVICE	21,108	45,650	42,491	44,050	(1,600)
TOTAL	\$ 705,331	\$ 777,656	\$ 722,440	\$ 768,467	\$ (9,189)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 455,853	
	LIBRARY FUND			32,567	
	HIGHWAY USER REVENUE FUND			78,737	
	WATER AND WASTEWATER FUND			116,731	
	AIRPORT FUND			21,365	
	ENVIRONMENTAL SERVICES FUND			63,214	
				\$ 768,467	
COMMENTARY:					
The City Manager's operating budget has decreased 2% and there are no capital expenditures. Personal Services increases of 2% reflect employee merit increases as well as an increase in the cost of health insurance, and retirement contributions. There is no major capital (>\$10,000) for this division.					

MISSION

The mission of the City Clerk's office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: Conducting fair and open municipal elections, overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

PROGRAM DESCRIPTION

As required by the City Charter, the City Clerk maintains the official documents of the City, such as Council meeting minutes, ordinances (including codification), resolutions, deeds, contracts, and easements. The City Clerk conducts all City elections, coordinates the Council's boards and commissions, prepares the Council meeting, work session, and executive session agendas, oversees the City's Record Retention Program, and ensures legal requirements regarding official postings, public notices, and advertising are met.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Conducted City 2002 Primary and General elections, insuring all legal requirements are met: All legal requirements were met. The results of the Primary and General elections were accepted without challenge.
- ❖ Conducted an Early Voting by Mail program to improve voter awareness and turnout: An Early Ballot Request form was sent to every registered voter by February 1, 2002.
- ❖ Assured all legal requirements are met regarding posting, publishing and financial disclosure: All legal requirements were met regarding posting, publishing, financial disclosure, and processing of liquor and off track betting licenses.
- ❖ Implemented training program for City's Board and Commission members: Developed and implemented first board and commission training program. Additionally, revised and published a new Board and Commission Member Handbook.
- ❖ Coordinated efforts to review, revise, and standardize City policies contained in the Policy Manual: This item has been referred to the Executive Management Team (EMT) Policy Committee.
- ❖ Published and distribute revised City Policy Manual: This item has been referred to the

Executive Management Team (EMT) Policy Committee.

- ❖ Revised and published Council Candidate Handbook and Agenda Process Handbook: The Council Candidate Handbook and the Agenda Process Handbooks were revised and published.
- ❖ Assisted with City Website/E-Commerce Project: Established a Boards and Commissions Section on the City website.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Conducted a Special Election in November 2002, meeting all legal requirements.
- ❖ Limited staff maintained quality service through transition period before new City Clerk arrived.
- ❖ Improved communication within the department with weekly staff meetings and input in budget process.
- ❖ Initiated training opportunities for Deputy City Clerk.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Conduct a possible 2003 fall or 2004 spring Special Bond Election, ensuring all legal requirements are met.
- ❖ Conduct City 2004 Primary and General Elections, ensuring all legal requirements are met.
- ❖ Expand the City Clerk's Office presence on the City's web site, providing timely and accurate public information, including City Code, Minutes, Agendas and links to packet staff summaries.
- ❖ Revisit and amend the City's Records Management Program to provide for proper maintenance and preservation of public records.
- ❖ Coordinate efforts to review, revise, and standardize policies contained in the Policy Manual, and publish and distribute the revised City Policy Manual.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
All ordinances were codified within one week of their effective date	100%	75%	100%
All minutes prepared within three business days	N/A	N/A	100%
All notices of meetings of appointments to boards and commission members distributed within three business days	N/A	N/A	100%
Forward citizen requests for records to the responsible person or department for response or handling within one business day	100%	100%	100%
All records retained, stored and destroyed in compliance with federal and state laws, the City Charter, and established practices, policies and procedures on a monthly basis	N/A	100%	100%
All public information provided on the City Clerk's web site updated within five days of change	N/A	75%	100%
Revise and publish Board and Commission Member Handbook updates on an annual basis	N/A	100%	100%
Conduct all elections in accordance with legal requirements	N/A	N/A	100%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 157,208	\$ 166,094	\$ 161,587	\$ 176,862	\$ 10,768
CONTRACTUAL	150,013	58,030	19,350	166,740	108,710
COMMODITIES	1,808	3,150	1,622	2,885	(265)
CAPITAL	-	9,985	8,060	-	(9,985)
TOTAL	\$ 309,029	\$ 237,259	\$ 190,619	\$ 346,487	\$ 109,228

EXPENDITURES BY PROGRAM:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
GENERAL ADMINISTRATION	\$ 170,121	\$ 190,259	\$ 179,984	\$ 189,012	\$ (1,247)
ELECTIONS	138,908	47,000	10,635	157,475	110,475
TOTAL	\$ 309,029	\$ 237,259	\$ 190,619	\$ 346,487	\$ 109,228

SOURCE OF FUNDING:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
GENERAL FUND				\$ 268,988	
LIBRARY FUND				5,642	
HIGHWAY USER REVENUE FUND				20,683	
WATER AND WASTEWATER FUND				31,233	
AIRPORT FUND				5,714	
ENVIRONMENTAL SERVICES FUND				14,227	
				\$ 346,487	

COMMENTARY:
 The City Clerk's operating budget has increased 52% with no capital expenditures. Personal Services increases of 6% are due to employee merit increases, the increase in cost of health insurance and related retirement contribution increases. Contractual increases of 187% are due to the budget year of 2004 being an election year. There is no major capital (>\$10,000) for this division.

MISSION

The Capital Improvements Division (CID) provides expertise and efficient, responsible management of resources to deliver a quality program and projects that improve the community of Flagstaff.

PROGRAM DESCRIPTION

The Capital Improvement Division in General Administration provides planning and project delivery for Capital Improvement Projects (CIP). The division is responsible for the planning, programming, design and construction of City facilities and infrastructure in a comprehensive fashion with appropriate public involvement.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Coordinated the development of a comprehensive five- year capital program: 5 year Capital Program has been developed using established prioritization criteria with Department and public input.
- ❖ Enhanced project delivery through two-way communication with all City departments, City Council, and the public: All new projects have been developed using this new process.
- ❖ Conducted project scoping meetings, including both internal and external stakeholders, in order to identify and address all pertinent project issues at the earliest possible time: All new projects have been developed using this process.
- ❖ Conducted public meetings for major projects to engage the public and establish positive working relationships: Public meetings were held for 4th Street Railroad Crossing, Sunnyside Phase III, Birch Avenue Sewer Replacement, and the Multi-modal Transportation program.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Fourth Street Rail Crossing project: Completed alternatives analysis, Phase I construction documents complete and Phase I advertising for construction bidding.
- ❖ Completed construction of Butler Avenue/Enterprise Road Reconstruction project 60 days ahead of schedule.
- ❖ Completed new USGS Astrogeology facility and demolished USGS Building 1.
- ❖ Successfully defended bid award lawsuit for Sunnyside Neighborhood Infrastructure Phase II (saving about \$400,000) and began construction.

- ❖ Completed construction plans and began construction of Sunnyside Phase III north side.
- ❖ Completed designs and obtained all right-of-way for Soliere Avenue Extension and Country Club Drive widening projects. Began construction of both projects in summer of 2003.
- ❖ Completed construction of Airport North Taxiway replacement and runway safety improvements.
- ❖ Completed numerous facilities remodeling projects including the Bank One Basement and the East Flagstaff library.
- ❖ Utilities projects completed include the Birch Avenue Sewer project and the US 180 water and sewer replacement project in conjunction with ADOT.
- ❖ Constructed Mt. Elden Middle and Killip Elementary Safe-to-School projects in conjunction with FUSD.
- ❖ Constructed majority of Lone Tree FUTS and Pine Knoll Safe-to-School (Kinsey Elementary) sidewalk project.
- ❖ Lake Mary Road FUTS: Beulah to Ponderosa Trail under design.
- ❖ Railroad FUTS: Thompson to Rio de Flag concept study in process.
- ❖ Corridor Studies: 1) Lone Tree Road and 2) West/Arrowhead are both in progress.
- ❖ Successfully formed the Citizens Transportation Advisory Committee (CTAC).
- ❖ Developed database, project prioritization and mapping for comprehensive five-year CIP that was adopted by CTAC and the City Council.
- ❖ CID fully staffed and moved to new offices in the Bank One Building at 100 West Birch Avenue.

FY04 GOALS AND OBJECTIVES**GOAL: CAPITAL IMPROVEMENTS****OBJECTIVES:**

- ❖ Performance through Project Delivery System
 - Delivery of Division Work Program
 - Develop Performance Metrics
- ❖ Implement Capital Planning Process.
- ❖ Develop Division Strategic Initiatives for FY 03/04

GOAL: CUSTOMER SERVICE**OBJECTIVE:**

- ❖ Conduct public meetings for major projects to engage the public and establish positive working relationships.

GENERAL ADMINISTRATION

DIVISION 03

CAPITAL IMPROVEMENT

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Percentage of Capital Projects delivered in accordance with accepted work program	75%	87%	80%
Develop performance metrics for Program Delivery	NA	NA	6-04
Improve Delivery of Program and Improve Annual CIP Process	NA	NA	6-04
Completion of identified Strategic Initiatives	NA	NA	75%
Document public meetings and their impact on projects: Number of public meetings conducted.	N/A	12	6

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 376,026	\$ (275,681)	\$ (276,633)	\$ (310,291)	\$ (34,610)
CONTRACTUAL	79,858	108,295	61,064	104,130	(4,165)
COMMODITIES	11,071	40,090	38,353	24,950	(15,140)
CAPITAL	8,575	-	-	-	-
TOTAL	\$ 475,530	\$ (127,296)	\$ (177,216)	\$ (181,211)	\$ (53,915)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 213,675	\$ (520,268)	\$ (573,710)	\$ (619,161)	\$ (98,893)
PROJECT MANAGEMENT	250,651	392,972	379,321	437,950	44,978
ADOT PROJECT COORDINATION	4,308	-	2,427	-	-
HERITAGE SQ STAFF SUPPORT	1,901	-	40	-	-
UNPLANNED/UNPROGAMED WORK	4,995	-	14,706	-	-
ON TOTAL	475,530	(127,296)	(177,216)	(181,211)	(53,915)
TOTAL	\$ 475,530	\$ (127,296)	\$ (177,216)	\$ (181,211)	\$ (53,915)
SOURCE OF FUNDING:					
GENERAL FUND				\$ (181,211)	
				\$ (181,211)	
COMMENTARY:					
The Capital Management Division is allocated to the divisions it provides services for based on an hourly rate percentage. All costs plus the administrative overhead assigned to the divisions is allocated. There are no increases in the operating budget this year.					

MISSION

The mission of the Human Resources division is to support the City of Flagstaff's commitment to enhancing partnerships with the citizens of our community by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued.

PROGRAM DESCRIPTION

Human Resources is responsible for all areas impacting employees and potential employees. These functions include recruitment and selection, employee grievance and appeals resolution, classification and compensation, employee development and training, employee benefits and services, and equal employment opportunity and affirmative action.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Revised the performance evaluation form. Completed and new forms will be used effective 7/1/04. Training will be on going.
- ❖ Developed a customer service training program. Training program has been completed and training is on going.
- ❖ Revised job descriptions to include a statement that excellent customer service is a job requirement. Completed.
- ❖ Provided all new employees with an overview of expectations regarding customer service. Completed.
- ❖ Automation of Personnel Action Forms. The Police Department and Environmental Division have been automated with the rest of the departments to become automated in FY04.
- ❖ Reviewed compensation and benefits program to ensure the City is externally competitive within its financial capability. Completed and on going.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Implemented HIPAA/EDI Privacy Regulations. First Phase completed 4/30/03.
- ❖ Continued to revise handbook. Partially completed.
- ❖ Revised and implemented a new recruitment process for temporary employees for Parks and Recreation and snow removal. Completed.
- ❖ Automated process for employees to select Service Awards. Completed.

- ❖ Revised the Personnel (201) filing system so that all personnel actions are included in the files. Completed.
- ❖ Implemented moral boosting events and contests. Completed.
- ❖ Automated the driver's license review process with ADOT. Completed.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Establish a uniform process so that complaints are tracked to ensure resolution in a timely manner.
- ❖ Establish a comprehensive employee recognition program that incorporates all City recognition programs, i.e., City Manager's Excellence Award, WOW, QSI.
- ❖ Annual Renewal Celebration – Celebrate each year to remind all employees of the importance of good customer service.

GOAL: ORGANIZATIONAL SUPPORT**OBJECTIVES:**

- ❖ Implement workforce development to include methodology to reduce employment through attrition and transfers.
- ❖ Streamline the on line employment application process so that it is more user friendly.
- ❖ Take Human Resources on the road. Human Resources staff will go to off-site locations once a month to meet with employees.
- ❖ Continue to automate the personnel action forms.
- ❖ Complete the implementation of HIPAA regulations.
- ❖ Develop Outplacement Program.

PERFORMANCE INDICATORS	CY02	CY03	CY03 OR FY04 (EST)
Working days for external recruitment	N/A	N/A	65 days
Working days for internal recruitment	N/A	N/A	35 Days
Working days to reclassify positions	NA	3 mo	2 mo
Turnover Rates	11.7%	10.13%	10%
Number of employee grievances	NA	2	1
Number of grievances resolved before passing to management	NA	100%	100%
Performance Reviews Completed on schedule	NA	75%	85%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 313,873	\$ 254,127	\$ 254,941	\$ 268,733	\$ 14,606
CONTRACTUAL	98,424	76,568	76,009	116,415	39,847
COMMODITIES	27,688	24,305	24,050	24,205	(100)
CAPITAL	-	-	-	-	-
TOTAL	\$ 439,985	\$ 355,000	\$ 355,000	\$ 409,353	\$ 54,353
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 174,496	\$ 192,583	\$ 192,887	\$ 200,329	\$ 7,746
RECRUITMENT AND SELECTION	51,819	53,867	53,874	60,253	6,386
RISK MANAGEMENT	82,948	-	-	-	-
COMPENSATION AND CLASS.	115	200	200	200	-
TRAINING & DEVELOPMENT	130,607	108,350	108,039	148,571	40,221
TOTAL	\$ 439,985	\$ 355,000	\$ 355,000	\$ 409,353	\$ 54,353
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 264,042	
	LIBRARY FUND			25,642	
	HIGHWAY USER REVENUE FUND			27,261	
	WATER AND WASTEWATER FUND			50,996	
	AIRPORT FUND			7,949	
	ENVIRONMENTAL SERVICES FUND			33,463	
				\$ 409,353	

COMMENTARY:

The Human Resources operating budget has increased 15% and there are no capital expenditures. There is an increase in Contractuals of \$50,000 for Workforce Development training. Personal Services increases are due to employee merits, retirement contribution, and insurance costs.

MISSION

The mission of the Risk Management division is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets and liabilities to protect its employees, property and citizens and enable the City to achieve its primary aims of enhanced quality of life and service to its citizens.

PROGRAM DESCRIPTION

The Risk Management division is responsible for control of risk and focuses on the protection of the City's human, financial and physical assets. The protection and well-being of employees and the public is of utmost priority and financial and physical assets provide us with the tools to accomplish the City's mission of service to its citizens.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Progressed on three-year plan for updating City Safety Handbook: Hazard Communication, Hearing Conservation, Confined Space, Respiratory Protection, Lock-Out, and Tag-Out Policies have been drafted and beginning review process.
- ❖ Revised Accident Review Board regulations and employee accident reporting forms: Revisions continuing.
- ❖ Satisfaction Response Card mailed to claimants. Results to be compiled.
- ❖ City lost workday 1.8 compared to ICMA benchmark of 5.2 indicates successful return to work program.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Liability claims – 58 closed during calendar year 2002.
- ❖ In excess of \$21,000 collected in restitution in calendar year 2002.
- ❖ Risk Manager obtained Designation as a Certified Risk Manager.
- ❖ The goal of reducing number of claims by 5% was not met however severity as measured by lost workdays was reduced by 22%.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ To be responsive to both internal and external customers needs and requests.

- ❖ Utilize "satisfaction response card" to be mailed to claimant's (internal and external). Compare with ICMA benchmark.
- ❖ Obtain Associate in Claims Designations for Risk Manager and Assistant.

GOAL: FISCAL HEALTH**OBJECTIVES:**

- ❖ To apply risk management techniques to minimize the adverse effects of losses and long-term costs of City activities by identification, prevention, and control of risk and to serve as a cost reduction center.
- ❖ Conduct safety inspections of City facilities to identify areas that need improvement in life safety.
- ❖ Implement recommendations of Accident Review Board investigations of accidents.
- ❖ Manage Return to Work program and Sick Industrial policy.
- ❖ To protect the City against the financial consequences of accidental losses of a catastrophic nature. Stay abreast of changing insurance markets and legal climate concerning public entities to avoid self-insuring risks that are not consciously retained.
- ❖ Consult with Broker concerning obtaining coverage for identified exposures, or Finance Department to be certain funding is available for retained exposures. Attend Public Risk Management seminars and Certified Risk Management courses addressing public entity issues.

GOAL: PUBLIC SAFETY**OBJECTIVES:**

- ❖ To protect and conserve the City's assets and public service capabilities from loss, destruction, or depletion to ensure that citizens may benefit and utilize City services and facilities.
- ❖ Assist division safety coordinators by conducting "train the trainer" classes in defensive driver, ergonomics, risk identification, Federal and State regulations, and City policies.
- ❖ Assure that divisions have access and are aware of resources risk management can provide.
- ❖ Emergency evacuation plans implemented and drill scheduled.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Complete one facility inspection monthly and make recommendations	NA	12 inspections	12 inspections
Reduce the number of workers compensation claims compared to previous year	NA	5%	5%
Conduct monthly Accident Review Board meetings monthly and follow through on recommended preventative actions	NA	10 meetings	11 meetings
Manage Return to Work and Sick Industrial policy as measured by the number of lost workdays and compared with ICMA lost work day benchmark	NA	No greater than 5% variance.	No greater than 5% variance.
Conduct satisfaction survey and compare with ICMA performance benchmark	NA	Satisfaction greater than benchmark	Satisfaction greater than benchmark
Have contact with each division safety coordinator on a monthly basis	NA	12 contacts/year	12 contacts/year
Emergency evacuation plans written	NA	12/31/02	12/31/03
On site accident inspections, casualty and Work Completed	NA	NA	12

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ 98,558	\$ 98,688	\$ 105,663	\$ 7,105
CONTRACTUAL	-	6,370	6,241	6,370	-
COMMODITIES	-	2,535	2,534	2,535	-
CAPITAL	-	-	-	-	-
TOTAL	\$ -	\$ 107,463	\$ 107,463	\$ 114,568	\$ 7,105
EXPENDITURES BY PROGRAM:					
ADMINISTRATION	\$ -	\$ 107,463	\$ 107,463	\$ 114,568	\$ 7,105
TOTAL	\$ -	\$ 107,463	\$ 107,463	\$ 114,568	\$ 7,105
SOURCE OF FUNDING:					
GENERAL FUND				\$ 114,568	
				\$ 114,568	
COMMENTARY:					
Risk Management has increased 6% and there are no capital expenditures. The increase is to Personal Services for employee merits, retirement contributions and insurance costs.					

MISSION

The mission of the City Attorney's office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

PROGRAM DESCRIPTION

The Law division assures the legality of the official business of the City of Flagstaff by providing legal advice and opinions to the Mayor and Council, the City Manager, the City departments, and the City's boards and commissions. This division represents the City in civil litigation, and represents the City and the State of Arizona in criminal misdemeanor cases occurring within the City limits. This division also prepares or reviews all contracts, ordinances, resolutions or other legal documents involving the City.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Provide legal advice to the City Council, City Manager, the City's departments, and boards and commissions in a timely manner: Provided legal advice on a diverse spectrum of topics as detailed in the Major Accomplishments for FY03.
- ❖ Prosecute or defend all litigation initiated by or against the City after all settlement attempts have failed: All litigation pursued as appropriate.
- ❖ Prepare or review in a timely fashion all correspondence, contracts, agreements, ordinances, resolutions, or other legal documents involving or affecting the City: Prepared or reviewed legal documentation as detailed above in a timely manner.
- ❖ Provide advice and guidance to reduce liability exposure and to reduce claims filed against the City: Advice and guidance provided as needed.
- ❖ Provide aggressive prosecution of criminal misdemeanors occurring within the City limits: Aggressive prosecution provided as needed.

ADDITIONAL ACCOMPLISHMENTS FY03**Community Health & Welfare**

- ❖ The office increased efforts in the water and sewer utilities areas by reviewing, drafting, or revising ordinances or resolutions pertaining to (1) reclaim water for residential use, (2) water conservation (3) wastewater amendments, (4) sale or use of reclaimed water, and (5) IGA with NAU on endocrine disrupters research. We also increased efforts in enforcement of discharge violations.
- ❖ We also continued work with YMCA, drafting an ordinance authorizing exchange of parcels,

resolving referendum issues related thereto, and handling lengthy and difficult negotiations involving diverse parties. Work is still pending in this area.

Redevelopment

- ❖ Continued oversight of condemnation actions for the Butler realignment, the Soliere extension, and the Country Club widening.
- ❖ Continued negotiations of development agreement affecting Purina expansion to provide Purina property tax advantages pursuant to government property lease excise tax (GPLET) statute In order to provide expansion and retention opportunities.
- ❖ Continued work on draft documents needed to move the mall redevelopment project forward and review drafts of documents seeking proposals for downtown conference center and hotel.
- ❖ Began work on legal issues and complexities of developing telecommunications fiber ring at the airport.
- ❖ Sunnyside Reconstruction successfully defended the City's award of a construction contract for Sunnyside Phase II improvements, saving the City approximately \$400,000 over the challenger's bid.

Ordinances, Resolutions, and Regulations

- ❖ Reviewed proposed ordinances on stormwater utility rates, impact fees, and valet parking
- ❖ Reviewed ordinances or resolutions pertaining to airport rezoning, LDC amendments, Open Space Commission, and McMillan Mesa amendments to regional plan.

Claims, Litigation and Hearings

- ❖ Continued oversight of redistricting litigation
- ❖ Saw the conclusion of several claims with a potential for large dollar exposure
- ❖ Saw a marked increase in sales tax hearing.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Provide legal advice to the City Council, City Manager, the City's departments, and Boards and Commissions in a timely manner.
- ❖ Prepare or review in a timely fashion all correspondence, contracts, agreements, ordinances, resolutions, or other legal documents involving or affecting the City.

GOAL: PUBLIC SAFETY

OBJECTIVES:

- ❖ Prosecute or defend all litigation initiated by or against the City after all settlement attempts have failed.
- ❖ Provide aggressive prosecution of criminal misdemeanors occurring within the City limits.

GOAL: FISCAL RESPONSIBILITY

OBJECTIVES:

- ❖ Provide advice and guidance to reduce liability exposure and to reduce claims filed against the City of Flagstaff.

PERFORMANCE INDICATORS	CY01	CY02	EST CY03
Ordinances/Resolutions reviewed	30/96	20/90	25/93
Contracts/Leases/Agreements reviewed	143	135	139
Council meetings attended (Work/Regular/Special/Executive)	108	120	114
New Cases	3075	4024	3549
Domestic Violence Cases	415	740	577
Driving under the Influence (DUI) cases	579	846	712
Juvenile Tobacco Cases	N/A	2	2
Criminal Traffic Cases (excluding DUI)	N/A	642	642
Sales Tax Cases	N/A	22	22
Other Cases	N/A	1352	1352
Underage Alcohol	N/A	135	185
Cases Involving a Victim	693	714	703
Pending DUI files at year end	239	175	207

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 723,977	\$ 829,431	\$ 832,806	\$ 851,729	\$ 22,298
CONTRACTUAL	80,222	24,769	23,780	27,059	2,290
COMMODITIES	14,399	36,490	32,191	37,675	1,185
CAPITAL	-	-	-	-	-
TOTAL	\$ 818,598	\$ 890,690	\$ 888,777	\$ 916,463	\$ 25,773
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 130,505	\$ 123,534	\$ 128,167	\$ 104,907	\$ (18,627)
COUNCIL AND COMMISSIONS	331,030	377,916	371,147	409,402	31,486
POLICE COURT	357,063	389,240	389,463	402,154	12,914
TOTAL	\$ 818,598	\$ 890,690	\$ 888,777	\$ 916,463	\$ 25,773
SOURCE OF FUNDING:					
GENERAL FUND				\$ 695,569	
LIBRARY FUND				16,403	
HIGHWAY USER REVENUE FUND				60,127	
WATER AND WASTEWATER FUND				86,394	
AIRPORT FUND				16,610	
ENVIRONMENTAL SERVICES FUND				41,360	
				\$ 916,463	

COMMENTARY:
 The Law division operating budget has increased 2% and there are no capital expenditures. Personal Services increases are due to retirement contributions, merit, and health insurance increases.

MISSION

The mission of the employees of the Flagstaff Municipal Court is to foster a positive and productive environment that promotes the efficient and effective administration of justice.

PROGRAM DESCRIPTION

The Municipal Court is responsible for the adjudication and disposition of all local code violations, criminal traffic, civil traffic, and criminal misdemeanor cases that occur within the Flagstaff City limits in a prompt, judicious, and effective manner. The Court is accountable to the Arizona Supreme Court through the Superior Court of Coconino County in judicial matters and reports to the City regarding financial and administrative matters not unique to Court operations.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Through active case management, adjudicate 90% of all cases within 90 days (ABA standard). Complied with all Rules of Court and Statutory case handling requirements.
- ❖ Provided accurate information to the public.
- ❖ Implemented an automated case calendar system.
- ❖ Completed the comprehensive Drug Court evaluation.
- ❖ Used video appearance system more extensively for plea proceedings.
- ❖ Expanded collection efforts to increase total yearly revenues.
- ❖ Maintained fiscal integrity in all financial transactions.
- ❖ Complied with all Minimum Accounting Standards and report yearly.
- ❖ Increased amount entered into tax intercept program by more than 50%.
- ❖ Coordinated with the AOC on development of statewide collection program using private collection agencies.
- ❖ Used warrant unit to coordinate statewide enforcement and transportation of those arrested on court warrants.
- ❖ Developing an attitude and expectation in providing service to court customers while maintaining integrity in the application of state law.
- ❖ Had all staff complete orientation and training requirements of Arizona Judiciary.
- ❖ Fully established performance expectations for all position that include customer service expectations.

- ❖ Continued with development of facilities that provide improved access and security to the Court.
- ❖ Coordinated efforts across a broad range of programs with other local courts, the Arizona Supreme Court, law enforcement, and the bar.
- ❖ Continued the multi-jurisdictional Drug Court while adding a streamlined process for misdemeanor cases.
- ❖ Worked with Statewide efforts for automation coordination through the Court Automation Coordinating Committee.
- ❖ Continued implementation of the Justice 2020 strategic plan in collaboration with Justice and Superior Courts.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Developed, in cooperation with State and County, an electronic disposition reporting process to enhance the accuracy of criminal history records.
- ❖ Implemented new Tax Intercept Program computer interface to improve flow of offender information.
- ❖ Installed digital recording units in all courtrooms to improve record reliability and transfer to Superior Court.

FY04 GOALS AND OBJECTIVES**GOAL: PUBLIC SAFETY****OBJECTIVES:**

- ❖ Through active case management, adjudicate 90% of all cases within 90 days (ABA standard).
- ❖ Comply with all Rules of Court and Statutory case handling requirements.
- ❖ Provide accurate information to the public.
- ❖ Develop a Reserve Probation Officer program to help with the sentencing changes in drug cases.

GOAL: FISCAL HEALTH**OBJECTIVES:**

- ❖ Expand collection efforts to increase total yearly revenues.
- ❖ Maintain fiscal integrity in all financial transactions.
- ❖ Comply with all Minimum Accounting Standards and report yearly.
- ❖ Coordinate with the AOC to see implementation of a statewide collection program and Centralized Citation Bureau.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Develop an attitude and expectation in providing service to court customers while maintaining integrity in the application of state law.
- ❖ Have all staff complete orientation and training requirements of Arizona Judiciary.
- ❖ Complete the development of Minimum Operational Standards for the Court that can be used and implemented on a state-wide basis
- ❖ Continue with development of facilities that provide improved access and security to the Court.
- ❖ Develop customer service training program targeted to court employees.

GOAL: COLLABORATION

OBJECTIVES:

- ❖ Coordinate efforts across a broad range of programs with other local courts, the Arizona Supreme Court, law enforcement, and the bar.
- ❖ Continue the multi-jurisdictional Drug Court while adding a streamlined process for misdemeanor cases.
- ❖ Work with Statewide efforts for automation coordination through the Court Automation Coordinating Committee.
- ❖ Continue implementation of the Justice 2020 strategic plan in collaboration with Justice and Superior Courts.
- ❖ Work with Superior Court Adult Probation in the development of the Reserve Probation Officer program.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Timely adjudication of all cased filed before the court			
Total # of charges filed (*change in process, excludes parking violations)	23,149*	21,751	24,000*
Cases completed 0-30 days (state average = 55%)	54%	50%	58%
Cases completed 31-60 days (state average = 24%)	27%	29%	27%
Cases completed 61-90 days (state average = 10%)	9%	11%	8%
Cases completed 91-120 days (state average = 5%)	3%	4%	3%
Cases completed 121+ days (state average = 6%)	6%	7%	4%
Consistent and accurate collection of fines imposed by the Court			
Amount of general funds collected	805,442	830,927	840,000
Amount of surcharges collected	627,656	745,010	750,000
Amount of local funds collected	178,382	231,959	233,000
Total amount collected	1,611,480	1,807,896	1,823,000

* - Reflects changes in statistical analysis process and elimination of parking violations from total count.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,081,514	\$ 1,173,950	\$ 1,144,142	\$ 1,342,786	\$ 168,836
CONTRACTUAL	209,981	208,272	195,777	227,598	19,326
COMMODITIES	43,905	108,582	95,863	74,524	(34,058)
CAPITAL	-	46,830	21,793	50,480	3,650
TOTAL	\$ 1,335,400	\$ 1,537,634	\$ 1,457,575	\$ 1,695,388	\$ 157,754
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 500,709	\$ 674,410	\$ 657,591	\$ 765,006	\$ 90,596
TRIALS & ARRAIGNMENTS	358,758	343,647	330,317	390,142	46,495
RECORDS MANAGEMENT	244,816	269,382	206,204	262,710	(6,672)
COURT COLLECTIONS	231,117	250,195	263,463	277,530	27,335
TOTAL	\$ 1,335,400	\$ 1,537,634	\$ 1,457,575	\$ 1,695,388	\$ 157,754
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 1,695,388	
				\$ 1,695,388	
COMMENTARY:					
The City Court operating budget has increased 10%. Personal Services increases are due to employee merits, retirement contributions, and insurance costs. In addition a new position for a Probation Officer (1.0 FTE) was approved. Contractual increases are due to increases in postage (\$6,000). Commodities decreases are due to one-times budgeted in FY 2003. Major capital (>\$10,000) for this division is \$24,375 for the addition of a police sedan.					

MISSION

The mission of the Convention and Visitors Bureau is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

PROGRAM DESCRIPTION

The Flagstaff Convention and Visitors Bureau is charged with administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the BBB tax collected. Programs to develop tourism in Flagstaff are ongoing and include marketing to tour operators, travel agents, meeting and conference planners, consumers and media, both in domestic and international markets. The CVB is also involved in the creation and maintenance of partnership opportunities, locally and regionally.

FY3 GOALS/OBJECTIVES AND RESULTS

- ❖ Establish Flagstaff as a year round destination, balancing the effects of seasonality: Chaired Flagstaff Image planning program which looked at "Seasons of Celebration" that span the year, worked with Community Reinvestment toward a Conference Center, began Route 66 Corridor Management Plan Grass Roots Committee, researched restoration possibilities for Route 66 and Southside products.
- ❖ Increase earned media coverage in all markets – international, domestic and regional: Received major media coverage from Sunset magazine to the New York Times, BBC Broadcasting, and featured regionally through Snow Plan.
- ❖ Continue to work closely with local industry partners and expand opportunities for our existing partners: Strengthened relationships with local stakeholders and regional partners. Launched aggressive PR program through regional coalitions, added communities and organizations to the partnership.
- ❖ Continue to strengthen the relationships with the AZ Office of Tourism (AOT), AZ Tourism Alliance (ATA) and the AZ Film Commission: Became a credible resource for all three through work on international partnering, in state participation and attendance and support of co-operative trade and PR opportunities.
- ❖ Increase visitation to Flagstaff, which would then increase BBB and Sales Tax Revenues: Ongoing effort.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Filled all positions at the CVB
- ❖ Began work on Tourism Strategic plan in conjunction with Tourism Commission
- ❖ Assumed management of Visitor Center
- ❖ Maintained level tourism economy while competitors struggled to regain mark share.

FY04 GOALS AND OBJECTIVES**GOAL: ECONOMIC DEVELOPMENT/ REINVESTMENT****OBJECTIVES:**

- ❖ Increase visitation and lengths of stay by visitors to Flagstaff, increasing BBB and Sales Tax Revenues.
 - Continue with programs that benefit citizens and incidentally attract tourism such as Image Planning, Flagstaff Cultural Partners, Community Reinvestment, and Attractions Coalition.
 - Continue to work with existing industry groups for the betterment of Flagstaff as a place to live and a destination.
 - Continue to stay involved in regional partnerships that benefit Northern Arizona.
 - Work with Visitor Center to develop new sales strategies and initiatives.
 - Stay involved with state and regional marketing initiatives.
- ❖ Establish Flagstaff as a year round destination, balancing the effects of seasonality by:
 - Continuing to work with other City departments to sell Flagstaff to developers that fit within our goals i.e.: increased retail opportunities and a Conference Center.
 - Stay involved with initiatives that will bring more winter visitors.
 - Continue working on Image planning initiatives that include seasonal events, restoration of historic product, keeping existing attractions viable.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Increase Hotel portion of BBB tax.	1.4%	-2.4%	-1.2%
Increase Restaurant portion of BBB tax.	3.1%	3.2%	-.09%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 252,653	\$ 315,642	\$ 299,729	\$ 321,362	\$ 5,720
CONTRACTUAL	640,531	800,835	611,502	729,687	(71,148)
COMMODITIES	99,704	146,995	126,599	178,767	31,772
CAPITAL	-	10,000	-	-	(10,000)
TOTAL	\$ 992,888	\$ 1,273,472	\$ 1,037,830	\$ 1,229,816	\$ (43,656)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 321,296	\$ 464,967	\$ 346,711	\$ 422,101	\$ (42,866)
MARKETING AND PROMOTION	669,730	798,505	687,939	797,715	(790)
FILM OFFICE	1,862	10,000	3,180	10,000	-
TOTAL	\$ 992,888	\$ 1,273,472	\$ 1,037,830	\$ 1,229,816	\$ (43,656)
SOURCE OF FUNDING:					
TOURISM FUND				\$ 1,229,816	
				\$ 1,229,816	
COMMENTARY:					
The Tourism operating budget has decreased 4% and there are no capital expenditures. Personal Services increases are due to merit increase along with an increase in the cost of insurance. Contractuals decreased due to prior year and current year one-time expenditures. One-time expenditure is consulting fees of \$20,000.					

MISSION

The mission of Visitors Services is to provide to visitors on a daily basis the most complete information on tourism opportunities in Flagstaff and Northern Arizona.

PROGRAM DESCRIPTION

The Flagstaff Visitor Center began operation in the Historic Train Station in 1994. Since that time it has been managed by the Flagstaff Chamber of Commerce under contract with the City of Flagstaff. In March 2003 the Visitor Center became a division of the CVB, with staff converting to City staff. In the past the Visitor Center has been a reactive entity and plans are underway to change the role of Visitor Services in the community. The Visitor Center will be conducting informational training for the local industry, will take over some aspects of information management that the CVB formerly handled, and will be a proactive sales entity for attractions and stakeholders.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Increase customer satisfaction levels in all stages of visitor services provided to travelers to Flagstaff: Instituted Customer Satisfaction Surveys that reflect positive results. Staff attended Customer Service classes.
- ❖ Maximum turnaround time on Internet inquiries of 24-hours and a 5-day maximum for fulfillment of mailed requests: Achieved successfully.
- ❖ Participate with the CVB on at least three new familiarization trips to designated sites, attractions and facilities in Northern Arizona: Completed successfully.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Staff conducted cold calls on stakeholders to distribute information and educate about services.
- ❖ Assisting CVB with FAQ's, Itineraries, training.

FY04 GOALS AND OBJECTIVES**GOAL: ECONOMIC DEVELOPMENT/
REINVESTMENT****OBJECTIVES:**

- ❖ Increase visitation and lengths of stay by visitors to Flagstaff, increasing BBB and Sales Tax Revenues.
 - Work with CVB to develop new sales strategies and initiatives.

- Work with stakeholders to collect event information.
- ❖ Complete smooth transition of Visitor Center to City programs.
 - Research information in need of updating with current information.
 - Work with CVB to complete Tourism Commission goals for Visitor Center.
- ❖ Provide excellent customer service; create tracking mechanism to establish baselines and trends.
- ❖ Create programs for stakeholders that demonstrate value of Visitor Services:
 - Create training programs, both off site and on site for industry workers.
 - Work with attractions to highlight exhibits in Visitor Center.
 - Make the Visitor Center a true destination unto itself.

GENERAL ADMINISTRATION

DIVISION 85

TOURISM – VISITOR SERVICES

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Total outgoing mailed inquiries	6,249	7,500	
Total telephone inquiries	34,356	35,000	
Total walk-in visitors	93,808	100,000	
Total inquiries via internet	257,277	275,000	

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 4,555	\$ 4,391	\$ 69,549	\$ 207,644	\$ 203,253
CONTRACTUAL	256,169	219,025	134,830	67,223	(151,802)
COMMODITIES	36,738	37,900	44,038	37,000	(900)
CAPITAL	2,600	200,000	-	190,000	(10,000)
TOTAL	\$ 300,062	\$ 461,316	\$ 248,417	\$ 501,867	\$ 40,551
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 243,681	\$ 407,000	\$ 190,811	\$ 215,862	\$ (191,138)
TRAIN STATION OPERATIONS	56,381	54,316	57,606	286,005	231,689
TOTAL	\$ 300,062	\$ 461,316	\$ 248,417	\$ 501,867	\$ 40,551
SOURCE OF FUNDING:					
	TOURISM FUND			\$ 501,867	
				\$ 501,867	

COMMENTARY:

The Visitor Services operating budget has increased 19% and capital expenditures total \$211,280 resulting in an overall net increase of 8%. Major capital (>\$10,000) includes \$211,280 for the rehabilitation of the Visitor's Center of which \$200,000 is a carryforward from FY 03.

MANAGEMENT SERVICES

MANAGEMENT SERVICES MISSION

The mission of the **Management Services Department** is threefold as a provider of internal service functions, library services, and enforcement of the sales tax code. The mission of the internal service functions are to provide services to all City divisions and employees which will assist the users in making informed decisions and reasonably allocating resources. As an enforcement division, sales tax provides services to citizens and businesses that ensure compliance with all licensing, sales tax, audit, and collection codes.

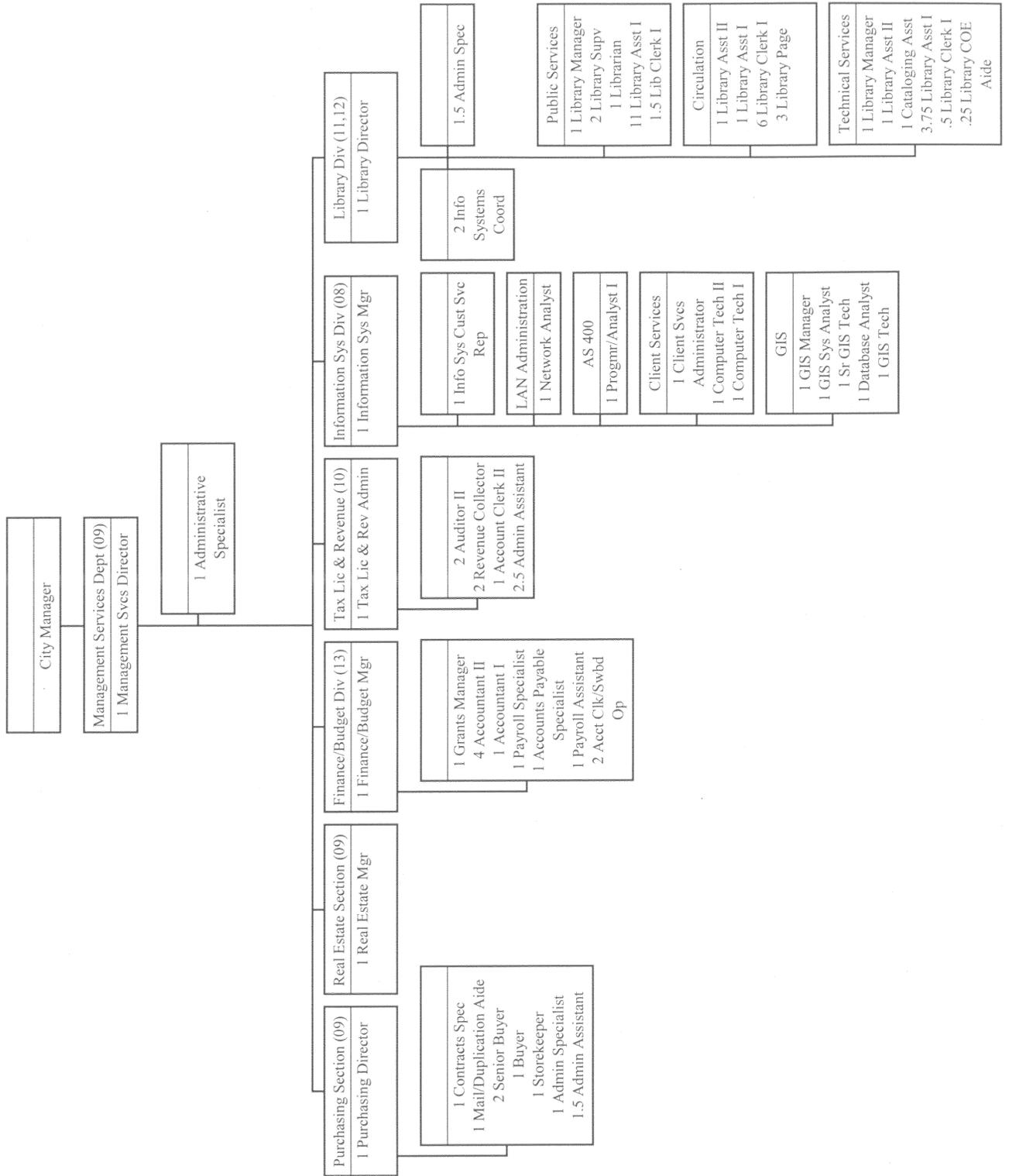
The mission of the **Information Systems Division** is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security and disaster recovery management methodologies. Information Systems provides system analysis, software development, and product evaluation.

The mission of the **Tax and Licensing, and Revenue Division** is to ensure compliance with the City's Business License ordinances and assist the public so that tax-reporting problems can be avoided.

The mission of the **Flagstaff City-County Public Library** is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

The mission of the **Finance/Budget Division** is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

Management Services



MISSION

The mission of the Information Services Division is to ensure City staff has the necessary resources (hardware/software) to access available data and geographical information which will assist staff in making informed decisions and to ensure the City's data resources are protected through sound security and disaster recovery management methodologies. Information Systems provides system analysis, software development, and product evaluation.

PROGRAM DESCRIPTION

This Division provides design, development, and operational assistance in meeting the management information needs of the City Council and staff. These objectives are met through various computer applications, which are modified, maintained, and updated on an ongoing basis to provide accurate information in a timely manner.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Implementation of private wireless network for City of Flagstaff remote locations: As of January 2003 the project is 90% completed, private wireless network will be fully operational by May of 2003.
- ❖ Transition of Internet and external email services to NAU Internet provider services: Completed.
- ❖ Support of Stormwater, Rio de Flag Projects, Utilities Model (water/sewer) projects: Ongoing
- ❖ Deployment of desktops and upgrade of existing desktops: AS of February 2003 the deployment project is 60% completed and completion is anticipated by July 2003.
- ❖ Implementation of Permit Tracking Application (KIVA): Project in progress
- ❖ Implementation of Firehouse Enterprise Version: Project in progress
- ❖ Upgrade of HTE applications to latest version: Completed

- ❖ Upgrade of AS400 operating system: Anticipate completion by June 2003
- ❖ Implementation of network management/monitoring applications: Completed
- ❖ Implementation and maintenance of network security management/monitoring applications: Ongoing

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Training of Information Technology staff: Ongoing
 - Certification acquired during FY03 by staff: A+ certification (PC maintenance), Certified Novell Administrator (C N A), Microsoft Certified Systems Engineer (MCSE), Certified Information System Security Professional (CISSP), Certified XIOTech Engineer
 - Conduct training of City staff in beginning Microsoft (MS) 2000, MS Word, MS Excel, MS PowerPoint, Novell GroupWise, LaserFiche, and AS400 emulation: Ongoing.

FY04 GOALS AND OBJECTIVES

GOAL: ORGANIZATION SUPPORT

OBJECTIVES:

- ❖ Continued training and certification of Information Systems staff to ensure employees knowledge and skills are at a level that is applicable to the technology utilized by the City of Flagstaff.
- ❖ Provide training resources to Information Systems staff to ensure employees knowledge and skills related to information technology security are at their highest level, thereby allowing staff to secure the City's data assets from outside intrusion and denial of services, insure confidential data is not compromised, and prevention of identity theft.
- ❖ Provide training resources to City staff for Microsoft (MS) 2000, MS Word, MS Excel, MS PowerPoint, Novell GroupWise, LaserFiche, and AS400 emulation.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Completion of service request within 5 working days	98%	98%	98%
User operational within two working days of receipt of completed user ID forms	99%	98%	99%
Maintain a 98% up time for all computer systems AS400/LAN/WAN	100%	95%	95%
Installation and testing of City of Flagstaff private wireless network	NA	90% completed	completed 5/03

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Implementation of a high band Internet access solution	NA	completed	
Upgrade of Novell and AS400 operating systems to current versions	NA	completed	6/30/04
Replacement of City Hall network switching equipment	NA	N/A	6/30/04
Replacement of Shop/Yard network switching equipment	NA	completed	
Timely updates of various applications (H.T.E., KIVA, Rec Trac, etc.)	NA	completed	7/1/04
Conversion to cluster service technology for critical applications	NA	25% completed	7/1/04
Perform daily backup of all data files and maintenance of off-site storage	NA	100%	100%
Utilize outside resource to conduct security audit of City's computer infrastructure	NA	N/A	6/30/03
Implementation of single sign on technology	NA	10% completed	6/30/04
Security of City of Flagstaff private wireless network		N/A	6/30/03

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 649,290	\$ 709,222	\$ 643,973	\$ 744,680	\$ 35,458
CONTRACTUAL	259,493	252,120	252,396	378,260	126,140
COMMODITIES	62,791	40,150	49,491	37,300	(2,850)
CAPITAL	-	-	-	-	-
TOTAL	\$ 971,574	\$ 1,001,492	\$ 945,860	\$ 1,160,240	\$ 158,748
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 193,091	\$ 238,381	\$ 188,005	\$ 285,247	\$ 46,866
AS 400	148,821	128,565	135,469	169,684	41,119
CLIENT SERVICES	122,851	162,258	166,574	172,017	9,759
LAN/WAN	227,541	167,742	204,180	232,701	64,959
GIS	279,270	304,546	251,632	300,591	(3,955)
TOTAL	\$ 971,574	\$ 1,001,492	\$ 945,860	\$ 1,160,240	\$ 158,748
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 890,641	
	LIBRARY FUND			16,172	
	HIGHWAY USER REVENUE FUND			43,510	
	WATER AND WASTEWATER FUND			120,735	
	AIRPORT FUND			14,384	
	ENVIRONMENTAL SERVICES FUND			74,798	
				\$ 1,160,240	

COMMENTARY:
 The Information Systems operating budget has increased 15% and there are no capital expenditures. Personal Services increases are due to retirement contributions, merit and insurance increases. Contractual increases are due to computer maintenance costs.

MISSION

The mission of the Management Services Department is threefold as a provider of internal service functions, library services, and enforcement of the sales tax code. The mission of the internal service functions are to provide services to all City divisions and employees which will assist the users in making informed decisions and reasonably allocating resources. As an enforcement division, sales tax provides services to citizens and businesses that ensure compliance with all licensing, sales tax, audit, and collection codes.

PROGRAM DESCRIPTION

The office of the Management Services Division is responsible for the general administration of Finance/Budget, Sales Tax, Information Systems, and Library Divisions. The Purchasing function and Real Estate Management function are also within this division.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Expanded the procurement card program and look to automate the processing and payment of the monthly billing statements by May 2003.
- ❖ Completion of Procurement Code for adoption by City Council. The procurement code is still being prepared for evaluation by City departments.
- ❖ Assisted the new CIP Director in preparing a Capital Improvement Plan.
- ❖ Provide the required financial assistance to the City Capital Management division. Worked on various reports.
- ❖ Acquire real estate necessary to complete capital projects in a timely fashion. Completed acquisition for Country Club widening and the Soliere extension.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Acquisition of FUTS link to Cheshire.
- ❖ Worked with Alliance members on numerous cooperative purchases.
- ❖ Refunded Street and Highway bonds with a onetime savings of \$388,000.
- ❖ Moved forward with implementation and installation of phone system for City Hall. System was installed on budget and with minimal disruption. As a result of upgrade were able to change. Have doubled the program with over 40 card users. While we have reviewed software application that can assist in the automation of the

monthly billing process, we have elected to defer at this time due to limited funding.

- ❖ Assisted in the development of an e-government strategy.

FY04 GOALS AND OBJECTIVES

GOAL: FISCAL HEALTH

OBJECTIVES:

- ❖ Continue the development and implementation of a formal procurement code, incorporating alternative methods of procurements for construction services and address the use of recycled products and green building concepts.
- ❖ Work with the Capital division to update comprehensive CIP plan by December 2003.
- ❖ Work with staff in developing financing alternatives to bond for various city needs as directed by council.
- ❖ Work with staff on the evaluation and implementation of the Hotel/Conference center proposals.

GOAL: QUALITY OF LIFE

OBJECTIVES:

- ❖ Assist in the acquisition of right of way for FUTS easements for summer 2003 construction.
- ❖ Acquire right of way for Empire Street extension.
- ❖ Provide timely acquisition of parcels for CIP projects.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue to foster a high level of customer service delivery in all areas.

PERFORMANCE INDICATORS

No performance indicators available at this time.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 690,349	\$ 648,871	\$ 630,949	\$ 704,486	\$ 55,615
CONTRACTUAL	41,373	37,299	32,937	34,623	(2,676)
COMMODITIES	17,874	8,595	11,780	10,020	1,425
CAPITAL	8,881	-	-	-	-
TOTAL	\$ 758,477	\$ 694,765	\$ 675,666	\$ 749,129	\$ 54,364
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 175,811	\$ 194,134	\$ 175,791	\$ 196,760	\$ 2,626
PURCHASING	346,799	335,487	323,281	369,393	33,906
MAIL SERVICES	36,319	22,080	22,276	24,267	2,187
GRANT ADMINISTRATION	28,161	-	-	-	-
BOND & SURETY ADMIN	8,475	290	8,489	-	(290)
WAREHOUSE	89,966	74,200	77,107	75,956	1,756
PROPERTY MANAGEMENT	72,946	68,574	68,722	82,753	14,179
TOTAL	\$ 758,477	\$ 694,765	\$ 675,666	\$ 749,129	\$ 54,364
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 330,874	
	LIBRARY FUND			47,921	
	HIGHWAY USER REVENUE FUND			97,356	
	WATER AND WASTEWATER FUND			145,608	
	AIRPORT FUND			90,667	
	ENVIRONMENTAL SERVICES FUND			36,703	
				\$ 749,129	
COMMENTARY:					
The Management Services operating budget has increased 7% and there are no capital expenditures. Personal Services increases are for merit increases, retirement contributions, and insurance costs. Commodities increase is mainly for adding back the coffee fund.					

MISSION

The mission of the Tax, Licensing and Revenue division is to ensure compliance with the City's Business License ordinances and assist the public so that tax-reporting problems can be avoided.

PROGRAM DESCRIPTION

The Tax, Licensing, and Revenue division is responsible for the licensing of new businesses and the collection and audit of sales tax and business license accounts. Sales Tax also disseminates City and State sales tax information to the taxpayers. This division is responsible for the collection of delinquent utility billings, delinquent library accounts, City court fines, and parking tickets, miscellaneous city billings, and NSF checks. This division performs the billing of miscellaneous receivable accounts. This division also invests excess funds as allowed by the City Investment Policy.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Continue the taxpayer education seminars: Held five seminars with 102 attendees for new businesses in conjunction with the Arizona Department of Revenue, Department of Economic Security and Internal Revenue Service.
- ❖ Send audit evaluation forms to taxpayers: Task not evaluated in calendar year 02.
- ❖ Increase taxpayer compliance in application of the sales tax code: Sent letters to all taxpayers informing them of the increase in the county sales tax rate effective January 1, 2003 and provided the taxpayers with a six month notice of the city sales tax rate increase on July 1, 2003.
- ❖ Invest excess city funds and achieve a rate of return greater than that provided by the Local Government Investment Pool operated by the State Treasurer's Office. The funds invested in FY 03 will exceed the returns from the investment pool by more than \$400,000.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Since the division took over all of the keypunching of the information reported to the City on sales tax returns, we have been able to close out each month for the past twelve months in a timely manner.
- ❖ Researched the returned mail from sales tax mailers, updated the files and reduced wasted postage on tax returns sent to businesses that are no longer in business.

- ❖ Attended training held by the Arizona State Retirement System to better understand how much health insurance will cost our retirees. We can provide better customer service to our retirees by being able to answer their questions rather than them having to call the state agency.
- ❖ Kept up to date on legislation affecting retirees.

FY04 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue the taxpayer education seminars.
- ❖ Send audit evaluation forms to taxpayers to obtain feedback on our customer service level.
- ❖ Stay up to date on retiree health insurance issues and legislation.

GOAL: FISCAL HEALTH

OBJECTIVES:

- ❖ Reduce sales tax delinquencies.
- ❖ Invest city funds and achieve a rate of return exceeding that of the Local Government Investment Pool while investing in low risk investment.
- ❖ Evaluate and implement revenue enhancements and cost reduction ideas suggested by staff.

MANAGEMENT SERVICES

DIVISION 10

TAX, LICENSING, & REVENUE

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Issued Occupational and Sales Tax Licenses	1,241	1,398	1,500
Processed sales tax returns	28,619	28,750	30,475
Performed sales tax audits (FY)	57	63	65
Sales tax delinquencies as a percent of budgeted sales tax revenue	1.1%	1.0%	1.3%
Collection of delinquent miscellaneous receivable accounts	65%	53%	65%
Collection of delinquent parking tickets	60%	70%	60%
Collection of delinquent utilities payments	40%	43%	45%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 412,034	\$ 428,160	\$ 428,823	\$ 447,748	\$ 19,588
CONTRACTUAL	27,233	30,280	27,935	30,200	(80)
COMMODITIES	11,814	14,920	15,194	15,095	175
CAPITAL	-	-	-	-	-
TOTAL	\$ 451,081	\$ 473,360	\$ 471,952	\$ 493,043	\$ 19,683

EXPENDITURES BY PROGRAM:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
GENERAL ADMINISTRATION	\$ 119,041	\$ 130,886	\$ 128,416	\$ 136,637	\$ 5,751
AUDIT	131,026	139,963	140,444	146,390	6,427
COLLECTIONS	84,693	90,750	90,856	95,389	4,639
LICENSING AND CLERICAL	74,495	66,934	67,586	68,216	1,282
ACCOUNTS RECEIVABLE	41,826	44,827	44,650	46,411	1,584
TOTAL	\$ 451,081	\$ 473,360	\$ 471,952	\$ 493,043	\$ 19,683

SOURCE OF FUNDING:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
GENERAL FUND				\$ 400,190	
LIBRARY FUND				21,477	
HIGHWAY USER REVENUE FUND				-	
WATER AND WASTEWATER FUND				20,845	
AIRPORT FUND				17,685	
ENVIRONMENTAL SERVICES FUND				32,846	
				\$ 493,043	

COMMENTARY:
 The Tax, Licenses, and Revenue Collection operating budget has increased 4% and there are no capital expenditures. Personal services increases are due to merit, retirement contributions, and insurance cost.

MISSION

The mission of the Flagstaff City-County Public Library is to provide residents of the City of Flagstaff and Coconino County with access to available recorded knowledge, which will assist them to meet their informational, recreational, educational, and cultural needs. The Library staff will deliver services to users in a professional, timely, and courteous manner.

PROGRAM DESCRIPTION

The City-County Library is a jointly funded public library administered by the City of Flagstaff and financed by both the City of Flagstaff and Coconino County. The Library provides residents of the City and County with access to available recorded knowledge that will assist them in meeting their informational, recreational, educational, and cultural needs. The Library staff is committed to delivering services to users in a professional, timely and courteous manner.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Continue to work with Coconino Community College on developing a successful partnership in the new Library facility: The partnership has strengthened and the move into the facility is (almost) complete.
- ❖ Proactively meet the community’s needs for materials and information: The Library Continues to develop collections of materials in a variety of formats. The public now has access to electronic databases from home or work through the Library website.
- ❖ Increase the allocation for patron’s suggestions for purchase to \$15,000: This has been accomplished and is a very popular service.
- ❖ Develop the “Family Place” literacy/informational program in cooperation with Libraries for the Future and the Arizona Humanities Council: This program will be expanded to include Tuba City Public Library.
- ❖ Seek out funding opportunities made by grant making organizations to enhance collections and improve service: Through a partnership with the State Library, Flagstaff Medical Center, the County Health Department and the Headstart Program, Library staff was granted \$10,000 to purchase children’s books. These books were given to low-income families throughout Coconino County.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Approximately 1,340 young people participated in the Summer Reading Program.
- ❖ With financial support of the Gates Foundation and Libraries for the Future, an average of ten classes per month are taught by highly skilled and knowledgeable volunteers and staff members.
- ❖ Reference staff completed a major evaluation of the collection, resulting in a more usable and current collection for the public.
- ❖ PC Reservation and LPT software packages were installed. PC Reservation allows staff to efficiently manage access to the public computer workstations, assuring equality of access for Library patrons. The LPT software manages printing from the public workstations, preventing waste from unneeded print request and generating income by charging for print jobs.
- ❖ Internet connection was upgraded to guarantee increased bandwidth for Library staff and our patrons. An application for Universal Service E-Rate discount will give the Library a 60% rebate on the cost of this connection.
- ❖ Tuba City Public Library received the first E-Rate funding in Coconino County.

FY04 GOALS AND OBJECTIVES

GOAL: COLLABORATION

OBJECTIVES:

- ❖ Work with Flagstaff Medical Center, the Flagstaff Community Foundation, and Literacy Volunteers of Coconino County on a new literacy program.
- ❖ Develop a new family literacy program.

GOAL: QUALITY OF LIFE

OBJECTIVES:

- ❖ Proactively meet the community’s need for materials and information.
- ❖ Develop new collections, services and programs for the East Flagstaff Community Library.
- ❖ Create an after-school program in the Tuba City Library.

GOAL: FISCAL HEALTH

OBJECTIVES:

- ❖ Write a technology plan for the Main and East Flagstaff branches of the Library. This plan is an integral component in order to receive federal funding under the E-Rate program, which subsidizes telecommunication costs for libraries.
- ❖ Continue to seek out funding opportunities made by grant making organizations to enhance collections and improve services.

PERFORMANCE INDICATORS	CY01	CY02	CY02 OR FY03 (EST)
Shelve materials promptly when returned	928,881	956,847	969,768
Borrowers check out materials in a timely fashion	267,372	278,066	291,969
Provide successful response to requests for information	136,966	141,055	144,876
Provide successful response to reference questions from youth	46,951	49,829	51,822
Provide adequate number of materials for users (per capita)	3.6	3.8	3.8
Catalog all new materials as they are received	21,958	22,816	23,400

Division 11 – Library Operating

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,396,537	\$ 1,562,483	\$ 1,566,911	\$ 1,604,753	\$ 42,270
CONTRACTUAL	305,956	372,710	319,896	361,625	(11,085)
COMMODITIES	321,547	339,422	391,431	342,293	2,871
CAPITAL	168,793	421,928	422,942	158,394	(263,534)
TOTAL	\$ 2,192,833	\$ 2,696,543	\$ 2,701,180	\$ 2,467,065	\$ (229,478)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 487,753	\$ 381,588	\$ 376,993	\$ 442,557	\$ 60,969
TECHNICAL SERVICES	566,197	616,496	594,253	562,342	(54,154)
PUBLIC SERVICES	934,316	958,201	973,294	1,053,594	95,393
COUNTY JAIL	36,590	38,000	35,561	48,000	10,000
COUNTY BOOKMOBILE	22,816	32,050	32,005	42,050	10,000
FOREST LAKES LIBRARY	26,863	31,675	31,472	43,175	11,500
TUBA CITY LIBRARY	98,505	87,990	97,937	102,490	14,500
SUPAI LIBRARY	3,031	5,500	4,732	5,500	-
EAST FLAGSTAFF LIBRARY	-	-	-	156,482	156,482
MAIN LIBRARY AUTOMATION	8,419	10,875	10,875	10,875	-
E. FLAG COMMUNITY LIBRARY	-	211,504	124,775	-	(211,504)
E. FLAG LIBRARY REMODEL	8,343	322,664	419,283	-	(322,664)
TOTAL	\$ 2,192,833	\$ 2,696,543	\$ 2,701,180	\$ 2,467,065	\$ (229,478)
SOURCE OF FUNDING:					
	LIBRARY FUND			\$ 2,467,065	
				\$ 2,467,065	

COMMENTARY:

The Library operating budget has increased 1% and capital expenditures total \$158,394 resulting in an overall net decrease of 9%. Personal Services increases are due to employee merits, retirement contributions, insurance costs, and the addition of .5 FTE for a Library Clerk I. Contractuals decreases are due to budget cuts mainly in circulated materials. Major capital (>\$10,000) includes carryforward of \$18,394 for furniture/millwork/shelving for new East Flag Branch plus \$100,000 for an air conditioning system and \$40,000 for bathroom remodel at the main library.

Division 12 – Library Grants

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 69,544	\$ 61,942	\$ 68,268	\$ 68,848	\$ 6,906
CONTRACTUAL	111,048	640,266	653,774	831,486	191,220
COMMODITIES	8,568	4,662	17,157	-	(4,662)
CAPITAL	-	-	-	-	-
TOTAL	\$ 189,160	\$ 706,870	\$ 739,199	\$ 900,334	\$ 193,464
EXPENDITURES BY PROGRAM:					
CENT'L ORAL HISTORY PROJ	\$ 281	\$ -	\$ 2,724	\$ -	\$ -
COUNTY WIDE PROJECTS	133,205	663,223	669,549	900,334	237,111
LIBRARIES FOR THE FUTURE	25,460	28,793	28,793	-	(28,793)
STATE GRANT IN AID-00/01	8,292	-	-	-	-
GATES FOUNDATION-TUBA CTY	603	-	-	-	-
STATE GRANT-IN-AID 2002	21,319	-	3,133	-	-
STATE GRANT N AID 2002-03	-	14,854	25,000	-	(14,854)
CHILDREN IN POVERTY 02-03	-	-	10,000	-	-
TOTAL	\$ 189,160	\$ 706,870	\$ 739,199	\$ 900,334	\$ 193,464
SOURCE OF FUNDING:					
	LIBRARY FUND			\$ 900,334	
				\$ 900,334	

MISSION

The mission of the Finance/Budget division is to ensure that City's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

PROGRAM DESCRIPTION

The Finance Division provides a variety of financial services to the Council and City staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable, special financial analysis, grant management and citywide switchboard operations.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Develop a policy of mandatory fee reviews including frequency and responsibility. Draft policy completed and under review.
- ❖ Implement fee recommendations from 2002 user fee study as designated by Council. Fee recommendations reviewed with Council and will be implemented over time.
- ❖ Find grants for the Rio de Flag project and other projects as may be desirable. Received Federal Fire, Police, Airport HUD, MPO, Department of Transportation and Federal Transit Administration Grants totaling \$5,335,497 in FY03
- ❖ Implement new cost allocation methodology and start process of including overhead recovery in grants. Completed.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Received the GFOA Distinguished Budget Presentation award for FY 2002.
- ❖ Worked with Bond Advisors Task Force.
- ❖ Facilitated cost allocation, OMB 87 analysis.
- ❖ Continued development and implementation of Capital Improvement tracking and monitoring.
- ❖ Produced and distributed budget/CAFR documents via CD and web site reducing expenditures.
- ❖ Completed third year of submitting information for ICMA benchmarking.
- ❖ Conducted survey of budget process and implemented subsequent change.
- ❖ Tested two divisions for the automation of Personnel Action forms.

FY04 GOALS AND OBJECTIVES**GOAL: FISCAL HEALTH****OBJECTIVES**

- ❖ Successfully implement GASB-34 Financial Reporting Criteria
- ❖ Successfully implement Personnel Action forms automation citywide.
- ❖ Convert to the HTE budget system.
- ❖ Maintain grant funding at current levels.
- ❖ Implement credit card program citywide to reduce administrative processing costs
- ❖ Implement new user fees as directed by Council.

MANAGEMENT SERVICES

DIVISION 13

FINANCE AND BUDGET

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Payroll processed and payroll checks are printed by noon on Thursday prior to Friday payday 100% of the time	100%	100%	100%
Run month end general ledger and financial statements within five working days after the end of the month	6.9 days	5.0 days	5.0 days
Mandatory fee policy developed	NA	NA	12/31/02
User fees implemented as designated by Council	NA	NA	9/30/02
Receive one grant for Rio de Flag project	NA	NA	1
Receive four grants in other identified areas	NA	NA	4

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 516,438	\$ 639,538	\$ 634,211	\$ 687,593	\$ 48,055
CONTRACTUAL	15,252	29,610	29,176	30,710	1,100
COMMODITIES	20,867	22,320	22,120	18,220	(4,100)
CAPITAL	-	-	-	-	-
TOTAL	\$ 552,557	\$ 691,468	\$ 685,507	\$ 736,523	\$ 45,055
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 83,238	\$ 94,105	\$ 92,722	\$ 106,350	\$ 12,245
ACCOUNTING	248,587	282,980	275,532	299,032	16,052
PAYROLL	102,296	107,905	108,166	112,734	4,829
ACCTS PAYABLE/ RECEIVABLE	107,775	119,599	120,420	128,703	9,104
BUDGET	10,323	8,550	6,215	5,150	(3,400)
GRANTS ADMINISTRATION	338	78,329	82,452	84,554	6,225
TOTAL	\$ 552,557	\$ 691,468	\$ 685,507	\$ 736,523	\$ 45,055
SOURCE OF FUNDING:					
GENERAL FUND				\$ 469,945	
LIBRARY FUND				33,021	
HIGHWAY USER REVENUE FUND				55,886	
WATER AND WASTEWATER FUND				108,995	
AIRPORT FUND				26,336	
ENVIRONMENTAL SERVICES FUND				42,340	
				\$ 736,523	
COMMENTARY:					
The Finance and Budget operating budget has increased 6% and there are no capital expenditures. Personal Services increases are due to merit and health insurance increases. There is no major capital (>\$10,000) for this division.					

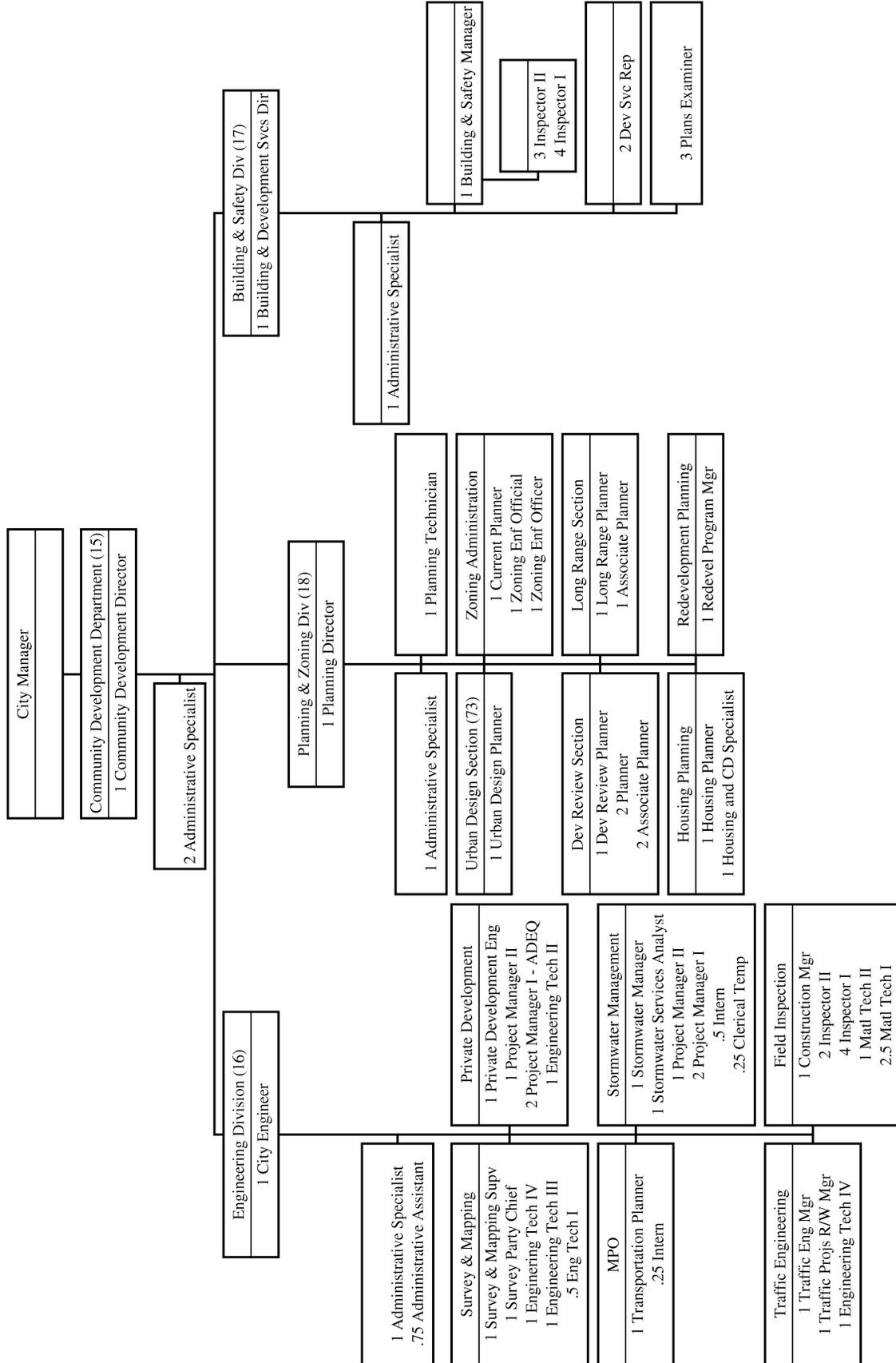


COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT DEPARTMENT MISSION

The mission of the **Community Development Department** is to facilitate the orderly physical development, redevelopment, and conservation of the City through the formulation and subsequent administration of publicly-adopted growth management policies and standards.

Community Development



PROGRAM DESCRIPTION

The City Engineer, as Executive Director of the Flagstaff Metropolitan Planning Organization (FMPO) supervises the operation of the FMPO.

The Flagstaff area's Cooperative, Comprehensive, and Continuing ("3C") Urban Transportation Planning Program is conducted by the FMPO through the administration and support of the City of Flagstaff, Coconino County, and the Arizona Department of Transportation (ADOT), in cooperation with state and federal agencies, including the U.S. Department of Transportation (USDOT), Federal Highway Administration (FHWA), and Federal Transit Administration (FTA).

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Completion of access management policy and plan study: Due to overriding priorities study currently on hold.
- ❖ Completion of signal synchronization and emergency service preemption feasibility study: Study initiated and anticipated to be completed August 2003. System design to begin August 2003
- ❖ Planning and implementation of voter approved transportation measures: Ongoing. Several safe-to-school and transit improvements reviewed and completed, others in design. Street projects in design with construction for some scheduled in FY 2004.
- ❖ Establishment of pedestrian and bike planning and design guidelines: Initiated pedestrian and bicycle facilities guidelines and standards study: Work commenced August 2002 and is expected to be completed July 2003.
- ❖ Initiate and conduct corridor studies on priority corridors in collaborative efforts with the City, County, and ADOT as appropriate to ensure the interdependent development of transportation and land uses commensurate with the Regional Land Use and Transportation Plan. Update -Limited to participation in Urban Mobility Study. No new corridor studies until UMS completed, evaluated and lessons learned applied to next effort.
- ❖ Strengthen the FMPO executive board and technical advisory committee as forums for collaboration and outreach between governmental agencies, legislative bodies, and community groups. Update - Ongoing. Board informed and involved on TEA 2I reauthorization and ½ cent state transportation sales tax. TAC involved in community discussions on Urban Mobility Study.

- ❖ By working with member agencies, program federal transportation funds in the most effective manner. Update - Ongoing: Programmed funds for Butler "X" are reimbursed. Programmed funds for bus pullout design are reimbursed. Programmed funds for pullout construction and design, design commencing 2/2003. Programmed funds for Silver Saddle Road (County) design at 65%.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Pedestrian and Bicycle Guidelines: Solid direction and example of unified effort for region.
- ❖ Signal Synchronization Study: Highlights collaboration with Greater Flagstaff Economic Council to bring telecom to region for transportation and economic development.
- ❖ Transit Audit: Validated current efforts and established firm steps for continued improvement.

FY04 GOALS AND OBJECTIVES**GOAL: CAPITAL IMPROVEMENTS****OBJECTIVE:**

- ❖ By working with member agencies, program federal transportation funds in the most effective manner.
- ❖ Complete design and start implementation of traffic signal synchronization system.

GOAL: COLLABORATION**OBJECTIVE:**

- ❖ Strengthen the FMPO executive board and technical advisory committee as forums for collaboration and outreach between governmental agencies, legislative bodies, and community groups.
- ❖ Expand cooperation with ADOT on management of regional highways.
- ❖ Collaborate with NAU on programs and projects to affect mode shift sway from cars.

GOAL: PLANNING FOR GROWTH**OBJECTIVE:**

- ❖ Cooperate with ADOT on state planning efforts
- ❖ Conduct a region-wide safety analysis
- ❖ Develop transit-oriented design standards including bus stop criteria.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 EST.
Meeting deadlines on routine reports:			
Monthly/quarterly progress reports	0	4	4
Percent on time	0	0%	0%
Monthly/quarterly billings	4	4	4
Percent on time	50%	75%	75%
Meeting deadlines for TIP submittal and keeping projects on schedule	75%	75%	80%
Producing in-house studies and managing contracted efforts:			
Number of contracted efforts:	2	3	2
Percent on time:	60%	0%	50%
Percent effective:	90%	100%	100
Milton road/W. Route 66 corridor study successfully completed with consensus among stakeholders or corridor on concepts	N/A	4/30/03	4/30/03
Community stakeholders to speak to and participate in four technical advisory committee and/or executive board meetings	N/A	50%	50%
Adoption of the FY2003-2007 Transportation Improvement Program	N/A	Complete	complete
Transportation Demand Management developed; initial implementation			6/04
Signal synchronization design complete			6/04
Adoption of FY 2004 – 2007 Transportation Improvement Program			6/03

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 75,875	\$ 81,735	\$ 85,415	\$ 97,230	\$ 15,495
CONTRACTUAL	50,405	178,331	203,759	195,196	16,865
COMMODITIES	4,077	5,600	19,891	5,700	100
CAPITAL	-	-	-	-	-
TOTAL	\$ 130,357	\$ 265,666	\$ 309,065	\$ 298,126	\$ 32,460
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 42,625	\$ 102,960	\$ 53,156	\$ 133,292	\$ 30,332
PUBLIC INFORMATION PROGR	100	-	-	-	-
SHORT RANGE PLANNING PROG	60,657	162,706	215,779	99,834	(62,872)
SHORT RANGE DATA COLLECTN	9,939	-	8,130	30,000	30,000
LONG RANGE TRANSIT PLAN	9,953	-	12,000	35,000	35,000
LONG RANGE TRANSPORT PLAN	134	-	15,000	-	-
LONG RANGE "OTHER" TRANSP	6,949	-	5,000	-	-
TOTAL	\$ 130,357	\$ 265,666	\$ 309,065	\$ 298,126	\$ 32,460
SOURCE OF FUNDING:					
METROPOLITAN PLANNING FUND				\$ 298,126	
				\$ 298,126	

COMMENTARY:

The MPO operating budget has increased 12% and there are no capital expenditures. Personal Services increases are due to employee merits, retirement contributions, insurance costs, and the internal division labor charge for the Minutes Secretary. The MPO is a 100% grant reimbursed program. There is no major capital (>\$10,000) for this division.

MISSION

The mission of the Community Development Department is to facilitate the orderly development, redevelopment and conservation of the City through the formation and subsequent administration of publicly adopted growth management policies and standards.

PROGRAM DESCRIPTION

The Community Development Administration division coordinates the activities of Planning, Building and Safety, Development Services and Engineering. The Community Development Director acts as Chairperson for the Development Review Board and serves on a variety of other Boards and Commissions.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Develop policy and procedures based upon the enterprise software (KIVA) to assure accurate tracking of permit information. 98% of permits and project tracking takes place through KIVA.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Develop and implement Complaint Resolution Process. The Complaint Resolution Process is implemented; and in place.
- ❖ Reorganize Development Services and Building and Safety Division. Building and Safety and Development Services have been combined into one division.
- ❖ Remodel front counter and switchboard. Remodeling completed.
- ❖ Schedule weekly meetings with the Northern Arizona Homebuilders. Meetings held weekly on Friday mornings.
- ❖ Schedule monthly meetings with the Community Builders. Meetings are now held on the third Monday of the month with Community Builders and City staff.
- ❖ Schedule one day retreat with building community. Meeting held in November. Retreats will now be scheduled quarterly.

FY04 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue to have weekly meetings with GFEC and NABA.
- ❖ Continue to have monthly meetings with Community Builders.

- ❖ Hold quarterly retreats with Development Community.
- ❖ Develop Community Development quarterly newsletter.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Represent City of Flagstaff on FIT Committee.
- ❖ Act as Chairperson for MPO Technical Advisory Committee.
- ❖ Host the summer picnic.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Install and implement Permit Tracking system:	NA	NA	98%
Percent of employees trained in use of system	NA	NA	98%
Project information installed on system	NA	NA	98%
Distribute and collect customer service evaluations daily. Customers satisfied with review process.	80%	80%	95%
Respond satisfactorily to complaints through Complaint Resolution System.	NA	NA	NA
Develop Community Development Newsletter	NA	NA	NA

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 311,696	\$ 362,916	\$ 215,058	\$ 193,095	\$ (169,821)
CONTRACTUAL	9,287	5,915	5,970	5,270	(645)
COMMODITIES	9,860	12,480	12,627	8,830	(3,650)
CAPITAL	-	-	-	-	-
TOTAL	\$ 330,843	\$ 381,311	\$ 233,655	\$ 207,195	\$ (174,116)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 265,152	\$ 313,707	\$ 166,051	\$ 134,162	\$ (179,545)
COUNCIL AND COMMISSIONS	65,691	67,604	67,604	73,033	5,429
TOTAL	\$ 330,843	\$ 381,311	\$ 233,655	\$ 207,195	\$ (174,116)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 207,195	
				\$ 207,195	
COMMENTARY:					
<p>The Community Development Administration operating budget has decreased 46%. Personal Services decreased 47% due to the reorganization of Community Development. Three FTE's salary/benefits were transferred to Building Inspection (17) for budget year 2004. The Switchboard function was automated further reducing FTE's by 1.25. Contractual and Commodities decreased 11% and 30% respectively, due to budget dollars being transferred to Building Inspection (17). There is no major capital (>\$10,000) for this division.</p>					

MISSION

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PROGRAM DESCRIPTION

The Engineering Division is made up of seven areas: Administration, Private Development, Traffic Engineering, Construction Inspection, Materials Testing, Survey and Mapping, and Arizona Department of Environmental Quality Plan Review. Engineering reviews are to ensure compliance with construction design standards, subdivision regulations, floodplain ordinance, and drainage standards within the City.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Administer Flagstaff Metropolitan Planning Organization (FMPO): Ongoing.
- ❖ Responsive to the needs of the citizens, Council, Manager, and City departments and divisions: Ongoing.
- ❖ Understandable and current standards and procedures: These will be updated in early 2003.
- ❖ Review private development and capital improvements construction plans for compliance with Arizona Department of Environmental quality requirements: Ongoing.
- ❖ Maintain the City's eligibility in the National Flood Insurance Program and obtain lower flood insurance costs for the public: Ongoing.
- ❖ Review of all private development projects, public improvements, and citizen concerns for compliance with applicable City code and engineering standards: Ongoing.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Reviewed and improved civil construction plans and permitting of private development projects having a total value of more than \$12 million during calendar year 2002.
- ❖ Continued plan review tracking spreadsheet that assesses established review time frames and provided to Council monthly.
- ❖ Participated in the working group reviewing the draft ADEQ NPDES Phase II Permit.
- ❖ Submitted FEMA-Riverine Study field survey to FEMA Consultant.

- ❖ Adopted new Stormwater Management Design Manual.
- ❖ Adopted Amended Floodplain Management Regulations.
- ❖ Continued Design Phase of Rio de Flag Flood Control Project.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Measure and assess plan review quantities and percentages of on-time reviews.
- ❖ Develop a traffic service request tracking system.

GOAL: QUALITY OF LIFE**OBJECTIVES:**

- ❖ Ensure that the construction of projects meets the minimum standards required by the City.
- ❖ Deliver quality materials testing that will result in a product of lasting value to our citizens.
- ❖ Provide surveying and mapping services and information to the development community.

GOAL: ECONOMIC DEVELOPMENT/ REDEVELOPMENT**OBJECTIVES:**

- ❖ Implement the Stormwater Management Utility to provide a dedicated funding source for stormwater quality protection, stormwater quantity control, environmental enhancement, capital investment, improved maintenance, and public education and involvement.
- ❖ Provide Rio de Flag Flood Control Project delivery and coordination with U.S. Army Corps of Engineers in accordance with Project Management Plan.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Private Development:			
Number of Development Review Board items reviewed	361	299	350
Number of plan reviews	188	158	160
Number plan reviews completed on time	165	123	160
Number of inspections performed	9,303	11,550	12,000
Complete 90% of construction plan reviews on time	NA	81%	100%
Complete draft traffic service request tracking system and service categorization and prioritization schemes	NA	7/1/02	7/1/03
Provide Engineering inspection support services on 90% of the capital improvement projects	NA	93%	90%
Provide material testing on 90% of the capital improvement projects	NA	93%	90%
Densify and maintain Second Order, Class One GPS control network adequate for urban development	NA	6/30/03	6/30/04
Perform 90% of all field surveys in house	NA	90%	90%
Respond to all City and public requests for survey and public records information within one working day	NA	100%	100%
Placement of Land Information System on the City web site	NA	7/31/03	7/31/04
Adoption of the Stormwater Management Utility Rate Ordinance in June 2002 and implementation of billing in January 2003	NA	1/31/03	6/30/03
Complete Phase I (Clay Avenue Wash Detention Basin) design and property acquisition in 2002 and commence construction of Phase I in Spring/Summer 2003	NA	5/1/03	5/1/03

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,328,034	\$ 1,478,658	\$ 1,261,208	\$ 1,325,090	\$ (153,568)
CONTRACTUAL	322,061	399,630	239,415	130,469	(269,161)
COMMODITIES	55,717	39,532	47,338	35,170	(4,362)
CAPITAL	1,900	32,725	-	-	(32,725)
TOTAL	\$ 1,707,712	\$ 1,950,545	\$ 1,547,961	\$ 1,490,729	\$ (459,816)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 202,127	\$ 330,918	\$ 83,436	\$ 267,936	\$ (62,982)
CAPITAL IMPROVEMENT ENGR	(6,694)	-	170	-	-
PRIVATE DEVELOPMENT ENGR	288,723	301,524	352,844	328,208	26,684
TRAFFIC ENGINEERING	175,826	199,883	195,118	214,464	14,581
PUBLIC WORKS INSPECTION	308,991	297,219	240,450	254,740	(42,479)
MATERIALS TESTING	100,940	103,330	104,905	90,941	(12,389)
SURVEY	207,094	250,680	209,557	328,701	78,021
STORMWATER MANAGEMENT	416,669	455,992	359,910	-	(455,992)
ADEQ PLAN APPROVAL	50	10,999	1,500	5,739	(5,260)
RIO DE FLAG FEASIBILITY	12,780	-	68	-	-
ADOT PROJECT COORDINATION	826	-	3	-	-
REGIONAL TRANSP. PLAN	380	-	-	-	-
TOTAL	\$ 1,707,712	\$ 1,950,545	\$ 1,547,961	\$ 1,490,729	\$ (459,816)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 498,544	
	LIBRARY FUND			-	
	HIGHWAY USER REVENUE FUND			607,425	
	WATER AND WASTEWATER FUND			381,285	
	AIRPORT FUND			-	
	ENVIRONMENTAL SERVICES FUND			3,475	
				\$ 1,490,729	
COMMENTARY:					
The Engineering operating budget has decreased 23% and there are no capital expenditures. Personal Services increases for employee merits, retirement contributions, insurance costs have been offset by the transfer of four FTE's salaries to the new Stormwater Division (98). Contractual decreases are due to transferring budget dollars to Stormwater (98).					

MISSION

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PROGRAM DESCRIPTION

The Building and Development Services Division is primarily responsible for administering and enforcing the provisions of the various codes regulating construction and scheduling Development Review Board. Responsibilities include plan check to ensure compliance with applicable codes and ordinances, construction inspections, review and update of all codes to conform to current trends in the construction industry, and abatement of safety hazards and unsanitary conditions. We also operate the switchboard and front counter customer operations.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Maintain high level of customer service by responding to general needs of all customers: This has been accomplished by conducting inspections within a 24-hour period, and getting plans approved after being released by other divisions within the allotted time frame. (This is the average time before becoming short on personnel and experiencing a 30% increase in plans for review. After being behind approximately 7-8 weeks, the time frame is now approximately 2 weeks.)
- ❖ Continue to provide a complete and comprehensive review of all plans submitted to this office: This has been accomplished by analyzing our review method and streamlining some of the requirements.
- ❖ Provide continuing education to inspection and plan review staff to enhance qualifications and overall performance of the division: This has been accomplished by listing classes available through the AZBO Educational institutes, NAU classes, and through internal classes.
- ❖ Maintain public awareness programs to inform the community of issues related to building and safety on a quarterly basis: We have established an exchange of ideas through email service and holding regular weekly meeting with NABA.

- ❖ ICBO Permit Technician Training for New Development Services Representative. Pass certification examinations.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Continued to expand a community-wide education and awareness program that includes public seminars on special topic Building Division issues, Observation of National Building Safety week.
- ❖ Established two quarterly meeting with the professional community to discuss Plan Review guidelines, revise DRB schedule, and reinforce communication with builders and consultants.
- ❖ Continued to abate numerous dangerous buildings and substandard buildings throughout the community.
- ❖ Continued to be a key member of the Flagstaff Interagency Taskforce for Safe Housing.
- ❖ Integration of Development Services and Building and Safety Sections in August 2002.
- ❖ Successful remodel of front counter under estimated budget amount.
- ❖ Successful completion and implementation of Complaint Resolution Process in accordance with EMT guidelines.

FY04 GOALS AND OBJECTIVES**GOAL: PUBLIC AND BUILDING SAFETY****OBJECTIVES:**

- ❖ Provide minimum standards to safeguard life or limb, health, property and public welfare by regulating the construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures within this jurisdiction by:
 - Training for the Building and Safety personnel to adequately enforce the International Codes and the National Electric Code.

GOAL: CUSTOMER SERVICE**OBJECTIVE:**

- ❖ Better communication between field personnel and office, contractors, and the community at large. Adopt "complaint resolution" process and work with public to answer questions in a timely manner.

GOAL: FINANCIAL HEALTH

OBJECTIVE:

- ❖ Project annual review of Building fees with a routine update provided at the building of a calendar year.
- ❖ Review every three years the valuation of building permit fees in conjunction with the Building Standards publications.
- ❖ Review and compare residential fees with other Northern Arizona permitting agencies for consistency.

GOAL: DEVELOPMENT SERVICE

OBJECTIVE:

- ❖ Better screen applications and provide available services to consultants, developers, and general public to assist in the timely presentation of projects to the Development Review Board.
- ❖ Automation of Community Development switchboard operations to restructure budget and provide more accurate routine of information to various Divisions.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Maintain minimum turnaround time for all permits:			
Number of permits issued	2,427	2,427	2,600
Percentage meeting turnaround time*	99%	99%	91%
Perform requested inspections on same day received	100%	100%	95%
Answer all telephone inquiries on same day received	100%	100%	100%
Abate dangerous and substandard buildings within City limits			
# of dangerous and substandard building abatement through demolition or repair	5	8	10
Percentage of abatement through demolition or repair	90%	90%	92%
Adopt the International Codes and National Electric Code	NA	NA	N/A
Send all Building and Safety personnel to available classes on International Codes and National Electric Code	NA	NA	12/31/03
Add new certificate of occupancy permit	NA	NA	4/1/03
PERFORMANCE INDICATORS (Counter Operations)	CY01	CY02	CY03 OR FY04 (EST)
Continue to improve front counter operations by issuing permits within scheduled review timeframes	95%	95%	98%
Install and implement Permit Tracking System:	N/A	90%A	95%
Percent of employees trained in use of system	N/A	100%	100%
Project information installed on system	N/A	95%	95%
Distribute and collect customer service evaluations daily. Customers satisfied with review process.	80%	95%	95%
Verify permit issuance is consistent	N/A	N/A	N/A
Staff proficiency attained in KIVA Vision software	N/A	20%	35%
Implement "small permit" process	N/A	N/A	15%
Apply the new Design Review Guidelines and application process	N/A	15%	20%

* Two new plans examiners, 33% increase in workload without additional personnel, complexity of projects has increased. Some indicators (such as Design Review) will never be greater than 25% due to criteria set for implementation.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 633,120	\$ 645,409	\$ 788,628	\$ 830,788	\$ 185,379
CONTRACTUAL	83,577	52,920	73,807	51,445	(1,475)
COMMODITIES	20,478	33,025	35,893	35,870	2,845
CAPITAL	-	18,165	-	-	(18,165)
TOTAL	\$ 737,175	\$ 749,519	\$ 898,328	\$ 918,103	\$ 168,584
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 180,887	\$ 121,529	\$ 288,807	\$ 286,425	\$ 164,896
ON-SITE FIELD INSPECTION	412,948	466,148	447,626	453,543	(12,605)
PLAN REVIEW	143,340	161,842	161,895	178,135	16,293
TOTAL	\$ 737,175	\$ 749,519	\$ 898,328	\$ 918,103	\$ 168,584
SOURCE OF FUNDING:					
GENERAL FUND				\$ 918,103	
				\$ 918,103	
COMMENTARY:					
<p>The Building Inspection operating budget has increased 25%. Personal Services increases are due to the Community Development reorganization. Salaries/benefits for three employees were transferred to Building Inspection from Community Development (15) in FY 04 budget. Increased costs for employee merits, retirement contributions, and insurance also contributed to the increase in Personal Services. Commodities 8% increase is due to budget numbers being transferred from Community Development (15). There is no major capital (>\$10,000) for this division.</p>					

MISSION

The mission of the Community Development Department is to facilitate the orderly physical development, redevelopment, and conservation of the City through the formation and subsequent administration of publicly adopted growth management policies and standards.

PROGRAM DESCRIPTION

The City Planning Division advises the City Manager, City Council, Planning & Zoning Commission, and various City commissions on all matters relating to Flagstaff's growth and development. It maintains the City's comprehensive plan and administers the Land Development Code (LDC) and regulations, the Redevelopment Program, the Affordable Housing Program (31), the Urban Design Program (71, 73, 74, & 75) and related policies established by the City Council.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ 110 sign permits issued, 12 non-conforming signs removed.
- ❖ Public hearings held and adoption completed in summer/fall for above changes (2002 Amendments).
- ❖ Approximately 152 enforcement letters sent (51 for zoning, 67 for signs, 34 for lighting), 90% corrections made.
- ❖ Completion of partnered City-ADOT landscaping enhancements at I-40/I-17 TI.
- ❖ Developed 10-year construction strategy for FUTS projects based on priorities.
- ❖ Completed FUTS-Arizona Trail path and undercrossing through Butler/Enterprise reconstruction project.
- ❖ Approved \$500,000 TEA 21 grant for Phase II of US 180 multi-use path project.
- ❖ Preliminary planning and right-of-way acquisition complete for FUTS Cheshire link.
- ❖ Council approval of local artist contract for fourth public art project at Heritage Square.
- ❖ Council approval of Ordinance establishing Open Space Commission and initial members.
- ❖ Developed informational materials on open space lands for the consideration of the Bond Advisory Task Force, the public and City Council on potential projects to be presented to Flagstaff voters.
- ❖ Collaborated with the National Park Service, U.S. Forest Service, Arizona Game and Fish Department, and Coconino County in identifying a

means by which to make a determination through a special resource and land use management study for the future protection of Walnut Canyon National Monument.

- ❖ Completed 2003/2004 Annual Action Plan and received Council and HUD approval.
- ❖ Completed construction of ten affordable owner-occupied homes.
- ❖ Completed development plans for sixteen (16) affordable owner-occupied homes and started construction.
- ❖ Completed nine owner-occupied housing rehabilitation projects.
- ❖ Assisted fifty low- and middle-income first time homebuyers.
- ❖ Completed and entered into development agreements for Rio Homes and Ponderosa Homes with mixed income residential housing.
- ❖ Administered the Design Review Guidelines that became effective in February 2002.
- ❖ Completed the McMillan Mesa Plan consulting services contract and also the major land use amendment to the Flagstaff Area Regional Land Use and Transportation Plan for the McMillan Mesa study area.
- ❖ During the period from July 1, 2002 through January 31, 2003, the Current Planning Staff reviewed 76 Informal Development Review Board (DRB) items, 95 Formal DRB items, and 17 Planning and Zoning Commission (P&Z) items. Totals for calendar year 2002 are as follows: 152 Informal DRB items, 159 Formal DRB Items, and 29 P&Z items.
- ❖ Developed overall redevelopment strategy for the City of Flagstaff.
- ❖ Worked with City Incentive Committee to adopt new Economic Policy and Incentive Criteria.
- ❖ Completed Development Agreement to allow for the expansion of Nestle Purina.
- ❖ Issued Request for Proposals for a Hotel/Conference Center.

FY04 GOALS AND OBJECTIVES**GOAL: QUALITY OF LIFE AND PLANNING GROWTH****OBJECTIVES:**

- ❖ Streetscape Projects will be designed and constructed to provide greater visual definition, multi-modal function, and aesthetic enhancement to important arterial streets in the City.
- ❖ Plan, design and construct projects to improve the function and aesthetics of the City's downtown business, commercial and civic core.

- ❖ Continued build-out of the adopted Master Plan for the Flagstaff Urban Trail System.
- ❖ Reclamation, identification and enhancement of City-owned Open Space, including selected acquisitions in conjunction with planned FUTS project corridors throughout the City.
- ❖ Amend and publish the Flagstaff Area Regional Land Use and Transportation Plan.
- ❖ Enter into an Intergovernmental Agreement with Coconino County for the administration of the Regional Plan.
- ❖ Prepare an Annual Report that documents the progress made towards implementing the Regional Plan.
- ❖ Pursue a Regional Open Space Program to protect State and Federal lands beyond the growth boundaries.
- ❖ Collaborate on the Bond Election Process.
- ❖ Prepare an Open Space Long Range Management Plan for the City.

GOAL: AFFORDABLE HOUSING AND REDEVELOPMENT

OBJECTIVES:

- ❖ Update Affordable Housing market analysis and formulate adjustments to Affordable Housing policies and strategies as necessary per City Council direction.
- ❖ Create a Community Land Trust structured as a private non-profit organization for the purpose of building affordable homes preserving public investment in land.
- ❖ Complete the construction of new affordable homes on previously purchased redevelopment and infill properties.
- ❖ Develop Affordable Housing opportunities for City-owned properties.
- ❖ Rehabilitate homes owned by low and moderate-income homeowners.
- ❖ Issue Request For Proposals for the Downtown Gateway West area and the Southside Warehouse District. Both are dependent on a time definite for completion of the Rio De Flag improvements.
- ❖ Evaluate Responses to Conference Center Request For Proposals.
- ❖ Complete East Flagstaff Gateway Redevelopment Plan and adopt a Redevelopment Area Plan.
- ❖ Agreement with Westcor on design and tenanting of Mall Expansion.
- ❖ Market Auto Mall and Industrial Area to potential tenants.
- ❖ Recruit new retail users to Flagstaff that can serve the community while growing our Sales Tax Base.

GOAL: REDEVELOPMENT AND ECONOMIC DEVELOPMENT

OBJECTIVES:

- ❖ Initiate Southside neighborhood planning process in conjunction with Rio de Flag project.
- ❖ Issue Request for Proposals for the Downtown Gateway West Area and the Southside Warehouse District. Both are dependent on a time definite for completion of the Rio de Flag improvements.
- ❖ Complete East Flagstaff Gateway Redevelopment Plan and adopt a Redevelopment Area Plan.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Complete design for US 180 TEA-21 multi-use path and enhancements, Phase I.	N/A	N/A	06/30/04
Construction underway on US 89 Railhead to Snowflake multi-use path and streetscape.	N/A	N/A	06/30/04
Complete scoping and preliminary design for downtown Rio corridor ped-bike improvements.	N/A	N/A	06/30/04
Continue coordination with Army COE on Rio project enhancements.	N/A	N/A	06/30/04
Complete construction of Tunnel Springs trail, West Village to Observatory Mesa.	N/A	N/A	06/30/04
Complete construction, Lone Tree path, Pine Knoll to Zuni.	N/A	N/A	06/30/04
Complete LRMP	N/A	N/A	06/30/04
Prepare a Request for Bids and Award Bid for publication of the Regional Plan in hard copy, CD, and on-line formats.	N/A	N/A	06/30/04
IGA is approved by City Council and County Board of Supervisors.	N/A	N/A	06/30/04
In conjunction with the City and County Planning & Zoning Commissions, prepare and submit to the City Council and Board of Supervisors an annual report that documents the progress made towards implementing the Regional Plan.	N/A	N/A	06/30/04
Complete and submit petitions to the State Land Department through the Arizona Preserve Initiative for the reclassification of State Trust lands as suitable for conservation purposes on Observatory Mesa.	N/A	N/A	06/30/04
Prepare ballot questions, informational materials, including publicity pamphlets, handouts, maps, displays and electronic presentations for open houses and meetings.	N/A	N/A	06/30/04
Collaborate in the preparation of various elements of the Open Space Long Range Management Plan.	N/A	N/A	N/A
Complete the 2004/2005 Annual Action Plan and obtain City Council and HUD approval by June 30, 2004.	N/A	N/A	N/A
Establish an Ad Hoc Committee of community stakeholders to create a structure for a Community Land Trust and to select a charter Board of Directors. Use City resources to purchase land for the Community Trust.	N/A	N/A	N/A
Complete the Izabel Homes subdivision and sell 16 new homes to first- time low- and moderate-income homebuyers.	N/A	N/A	06/30/04
Complete disposition of Rio Homes and Ponderosa Homes parcels. Identify other opportunities to leverage market rate housing with affordable.	N/A	N/A	06/30/04
Procure non-profit and/or for profit builders for the rehabilitation of 10 homes owned and occupied by low and moderate-income persons.	N/A	N/A	06/30/04
Issuance of Request for Proposals for Downtown and Southside Warehouse District.	N/A	N/A	06/30/04
Potential developer identified and preliminary development agreement executed.	N/A	N/A	06/30/04

PERFORMANCE INDICATORS (CONTINUED)	CY01	CY02	CY03 OR FY04 (EST)
Approval of a Redevelopment Area Plan by City Council.	N/A	N/A	06/30/04
Construction of the expansion by Westcor.	N/A	N/A	06/30/04
Tenants secured for Mall expansion.	N/A	N/A	06/30/04
Marketing to potential tenants for both and Tenants secured for Auto Mall and Industrial Area as well as execution of leases for Auto Park parcels.	N/A	N/A	06/30/04
Marketing campaign in retail trade publications.	N/A	N/A	06/30/04
New retailers attracted to our market.	N/A	N/A	06/30/04

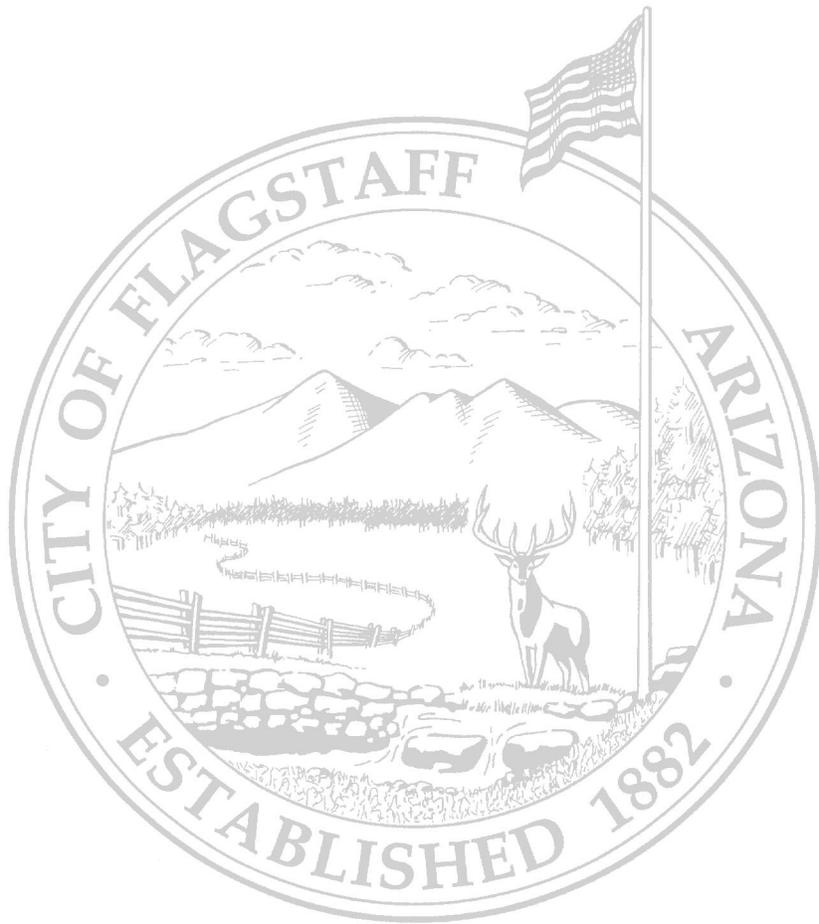
EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 903,669	\$ 971,501	\$ 970,841	\$ 965,775	\$ (5,726)
CONTRACTUAL	252,041	177,185	32,155	113,365	(63,820)
COMMODITIES	35,100	27,700	22,955	32,700	5,000
CAPITAL	542	-	-	-	-
TOTAL	\$ 1,191,352	\$ 1,176,386	\$ 1,025,951	\$ 1,111,840	\$ (64,546)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 479,010	\$ 439,380	\$ 288,115	\$ 347,524	\$ (91,856)
DEVELOPMENT REVIEW	297,764	306,384	306,384	336,710	30,326
ADVANCED PLANNING	126,745	131,643	132,391	135,054	3,411
ZONING ADMINISTRATION	148,412	158,392	158,395	166,858	8,466
REDEVELOPMENT	75,767	76,461	76,463	125,694	49,233
HOUSING	63,654	64,126	64,203	-	(64,126)
TOTAL	\$ 1,191,352	\$ 1,176,386	\$ 1,025,951	\$ 1,111,840	\$ (64,546)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 415,292	
	LIBRARY FUND			37,982	
	HIGHWAY USER REVENUE FUND			205,669	
	WATER AND WASTEWATER FUND			284,511	
	AIRPORT FUND			72,839	
	ENVIRONMENTAL SERVICES FUND			95,547	
				\$ 1,111,840	

COMMENTARY:
 The Planning operating budget has decreased 6%. Personal Services decreases are due to the 75% salary chargeout for the Housing Planner to the CDBG program. This decrease was partially offset by the increase costs for employee merits, retirement contributions, and insurance costs. Contractual decreases are due to completion of the McMillan Mesa Study. There is no major capital (>\$10,000) for this division.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 51,271	\$ 62,437	\$ 52,437	\$ 94,476	\$ 32,039
CONTRACTUAL	914,813	1,945,035	975,535	2,282,295	337,260
COMMODITIES	7,601	4,700	1,435	3,500	(1,200)
CAPITAL	675,425	-	9,513	-	-
TOTAL	\$ 1,649,110	\$ 2,012,172	\$ 1,038,920	\$ 2,380,271	\$ 368,099
EXPENDITURES BY PROGRAM:					
REVOLVING LOAN GEN FUND	\$ 268,902	\$ 350,000	\$ 350,000	\$ 293,264	\$ (56,736)
CDBG ENTITLEMENT ADMIN	71,526	87,000	83,198	146,527	59,527
HOME GRANT	-	300,000	-	300,000	-
AFFORDABLE HOUSING DEVELP	27,770	50,000	-	100,000	50,000
CDBG-REHAB OF ACQ HOMES	-	60,010	33,110	53,900	(6,110)
CDBG-ACQUISTION FOR REHAB	-	80,000	-	53,000	(27,000)
CDBG-NEIGH REV/HSG CONSTR	229,887	204,500	211,319	182,000	(22,500)
CDBG-PUBLIC IMPROVEMENTS	38,485	304,513	38,310	321,586	17,073
CDBG-DEMOLITION/CLEARANCE	65,520	2,568	-	-	(2,568)
CDBG LAND ACQUISITION	716,798	124,581	5,637	427,400	302,819
CDBG HOUSING REHAB	45,247	180,000	136,728	297,000	117,000
CDBG MISC PROJECTS	25,469	103,000	29,707	95,000	(8,000)
CDBG NEIGH REV/HSG REHAB	2,967	-	14,792	-	-
CDBG HOME BUYERS ASSIST	156,539	166,000	136,119	110,594	(55,406)
TOTAL	\$ 1,649,110	\$ 2,012,172	\$ 1,038,920	\$ 2,380,271	\$ 368,099
SOURCE OF FUNDING:					
COMMUNITY REDEVELOPMENT FUND				\$ 2,380,271	
				\$ 2,380,271	

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 232	\$ 591	\$ 804	\$ 1,532	\$ 941
CONTRACTUAL	344,825	411,958	380,030	371,658	(40,300)
COMMODITIES	160	150	310	150	-
CAPITAL	-	-	-	-	-
TOTAL	\$ 345,217	\$ 412,699	\$ 381,144	\$ 373,340	\$ (39,359)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 382	\$ -	\$ 179	\$ -	\$ -
CONTRACTUAL SERVICES	299,000	320,000	320,000	275,000	(45,000)
PUBLIC ARTWORK	835	47,699	15,965	53,340	5,641
FCP ADMINISTRATION	45,000	45,000	45,000	45,000	-
TOTAL	\$ 345,217	\$ 412,699	\$ 381,144	\$ 373,340	\$ (39,359)
SOURCE OF FUNDING:					
ARTS AND SCIENCE FUND				\$ 373,340	
				\$ 373,340	
COMMENTARY:					
The Arts & Science operating budget has decreased 10% and there are no capital expenditures.					

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ 204,521	\$ -	\$ 275,928	\$ 71,407
CONTRACTUAL	-	226,896	-	164,244	(62,652)
COMMODITIES	-	32,795	-	4,362	(28,433)
CAPITAL	-	-	-	-	-
TOTAL	\$ -	\$ 464,212	\$ -	\$ 444,534	\$ (19,678)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ -	\$ 108,298	\$ -	\$ 143,513	\$ 35,215
ENG. & MASTER PLANNING	-	71,451	-	-	(71,451)
OPERATIONS	-	172,855	-	301,021	128,166
REGULATION/ENFORCEMENT	-	59,745	-	-	(59,745)
STORMWATER QUALITY	-	11,760	-	-	(11,760)
CAPITAL IMPROVEMENTS	-	40,103	-	-	(40,103)
TOTAL	\$ -	\$ 464,212	\$ -	\$ 444,534	\$ (19,678)
SOURCE OF FUNDING:					
STORMWATER UTILITY FUND				\$ 444,534	
				\$ 444,534	
COMMENTARY:					
<p>The Stormwater Utility operating budget has decreased 5% and capital expenditures are captured in Division 99. Personal Services increases are due to the addition of 1.75 FTE's to manage the Stormwater program. Contractual and Commodities decreases are due to budget refinement with the better establishment of a program plan for FY 2004. Stormwater has established a separate capital division. The only capital project proposed for FY 2004 is the 6th Avenue Detention basin budgeted for \$215,000.</p>					

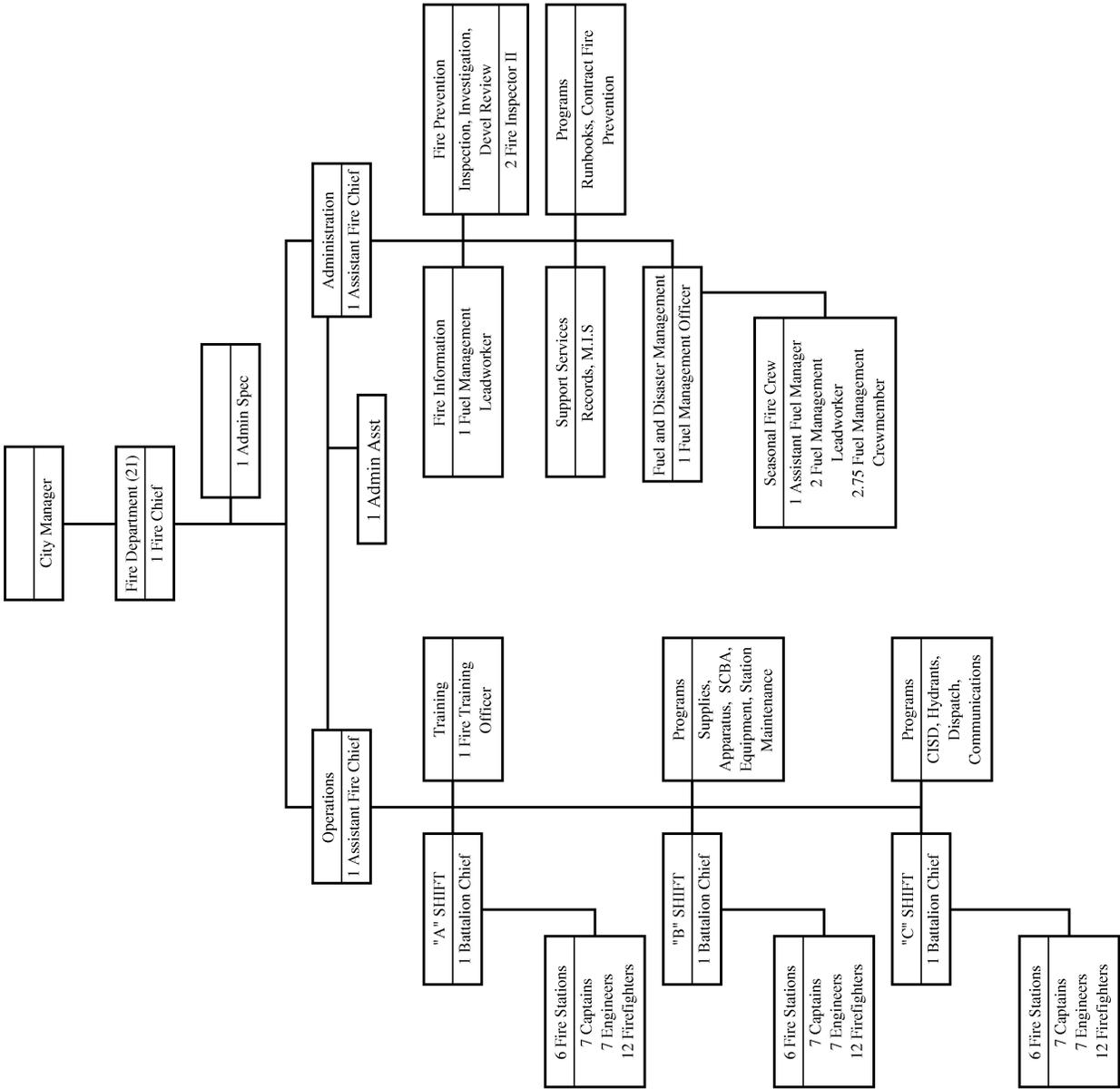


FIRE

FIRE DEPARTMENT MISSION

The mission of the **Flagstaff Fire Department** is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response and mitigation.

Fire



MISSION

The mission of the Flagstaff Fire Department is to responsibly protect values at risk in our community. We do this by protecting life, property, and community resources through preparation, prevention, response, and mitigation.

PROGRAM DESCRIPTION

The Fire Department is responsible for protecting life, property, and resources through the delivery of public safety services. Prevention, preparedness, mitigation and response represent the core of the program efforts. The organized divisions include Administration, Prevention, Training, Operations, and Fuel Management.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Our citizens rated the Flagstaff Fire Department as the top City service.
- ❖ Developed station relocation and equipment initiative to enhance our service to the community-funding dependent on future bond election.
- ❖ Hired new Fire Chief.
- ❖ Hired and trained three new Firefighters, assigned them to Operations Division.
- ❖ Trained one employee in Advanced Technical Rescue.
- ❖ Placed in service two Type 1 fire engines.
- ❖ Completed an emergency fleet conversion program for our hazardous material and special operations trucks.
- ❖ Participation in a joint agency committee to improve dispatch/communication services in the City alarm center.
- ❖ Provided operational and command support to the Rodeo/Chedeski wildfire incident.
- ❖ Received a \$17,000 Local Emergency Planning Committee (LEPC) grant to respond to terrorist incidents.
- ❖ Completed over 2,000 commercial fire inspections.
- ❖ Conducted ad-hoc fire tests on deck material and published an article in the American Fire Journal.
- ❖ No civilian or line-of-duty fire deaths for the year.
- ❖ No large-loss commercial fires. Commercial fire loss was at a six-year low of \$26,000 and was the second lowest annual loss on record.
- ❖ Taught cardiopulmonary resuscitation (CPR) to 160 citizens.
- ❖ Developed and implemented a new training organization to better meet the training demands for the department.

- ❖ The department conducted 2,300 training sessions and completed 19,440 man-hours of training.
- ❖ Conducted joint training exercise with Burlington Northern Railroad.
- ❖ Completed fuel management projects, which provided for the thinning of 1,126 acres and prescribed burning of 538 acres.
- ❖ Developed an intern program with the NAU School forestry.
- ❖ Fuel Management symposium – Developed and hosted a symposium with over 200 participants from six states.
- ❖ City Bark Beetle task force – Chaired and directed City efforts.
- ❖ Completed two multi-agency incident drills.
- ❖ Coordinated IMT training for the City.
- ❖ Received a grant to revise and rewrite City's disaster management plan.

FY04 GOALS/OBJECTIVES AND RESULTS**GOAL: PUBLIC SAFETY****OBJECTIVES:**

- ❖ To provide public safety services and programs directed toward customer care and community protection, with an emphasis on customer service.
- ❖ To provide Basic and Advanced Life Support pre-hospital care for emergency medical patients in conjunction with our community partners.
- ❖ To prepare, operate, and respond to emergencies, which meets community expectations and complies with National Fire Protection Agency and Occupational, Safety and Health Administration Standards.
- ❖ To provide the necessary leadership and management to accomplish the organization's mission, goals, and objectives in an effective manner.
- ❖ To provide a Disaster Management Program designed to prepare and protect the community from both man-made and natural disasters.
- ❖ To provide the necessary Fuel Management to minimize the risk of a catastrophic wildfire and promote forest health in our community.

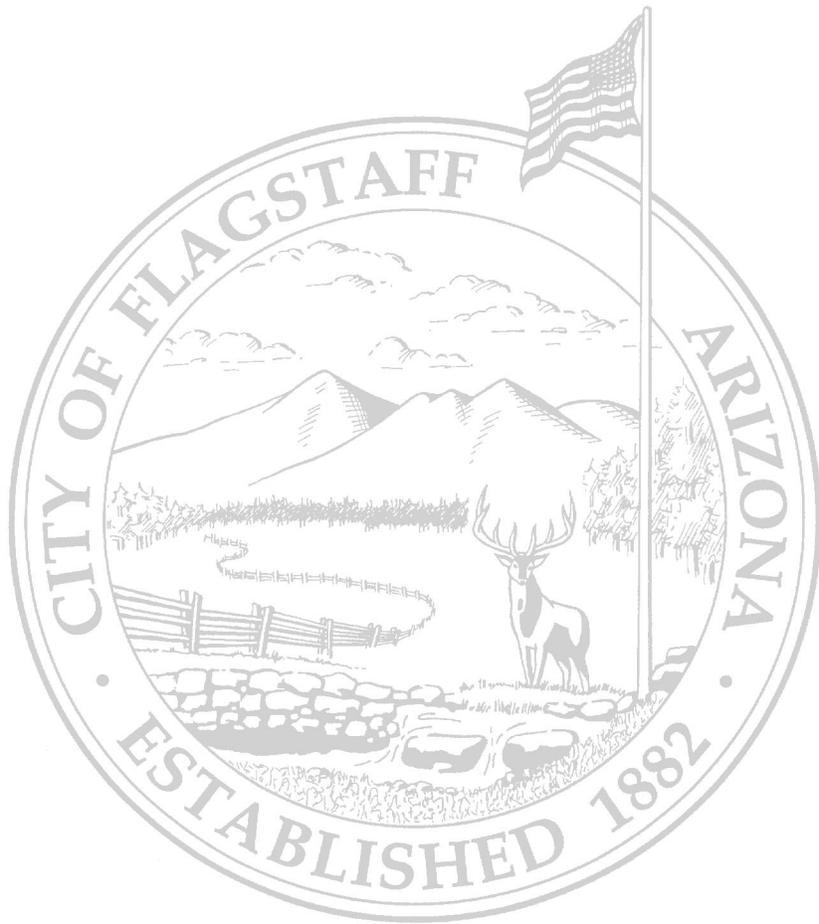
PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Manage department budget within Council approved funding levels	96.5%	97.8%	99.5%
Training:			
Complete monthly and quarterly company level training	100%	100%	100%
Fuel Management:			
Complete and review plans totaling 600 acres.	1,976 acres	609 acres	600 acres
Thinning -Complete 800 acres of thinning.	1,257 acres	1,126 acres	800 acres
RX Fire - Complete 500 acres of RX fires.	498 acres	428 acres	500 acres
Fire Prevention:			
Inspect 25% of all commercial occupancies quarterly.	100%	100%	100%
Correct 100% of Fire Code violations found during inspections.	100%	100%	100%
Review all DRB submittals within the one-week period prior to the meeting.	100%	100%	100%
Review all plan checks within 10 working days.	100%	100%	100%
Train 500 citizens in CPR.	602	226	500
Emergency Medical:			
Maintain EMS quality assurance program to base hospital standards.	100%	100%	100%
Maintain and monitor EMT-D certification for line personnel.	100%	100%	100%
Maintain and monitor CEP certification for paramedics.	100%	100%	100%
Conduct one (1) Multi-Agency Incident/Disaster Drill each year.	2 completed	2 completed	1 completed

FIRE DEPARTMENT

DIVISION 21

FIRE

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 5,685,630	\$ 6,189,487	\$ 6,185,089	\$ 6,330,825	\$ 141,338
CONTRACTUAL	216,955	249,081	213,491	238,853	(10,228)
COMMODITIES	339,080	365,756	344,466	331,713	(34,043)
CAPITAL	25,618	936,220	668,781	82,840	(853,380)
TOTAL	\$ 6,267,283	\$ 7,740,544	\$ 7,411,827	\$ 6,984,231	\$ (756,313)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 373,747	\$ 994,089	\$ 1,131,694	\$ 949,221	\$ (44,868)
FIRE PREVENTION	198,654	217,787	204,369	230,914	13,127
TRAINING	92,800	97,018	101,205	97,760	742
FIRE OPERATIONS	5,253,858	6,081,174	5,674,251	5,349,832	(731,342)
NAU FIRE GRANT II	93,381	205,372	78,358	14,000	(191,372)
STATE FIRE ASSISTANT	187,541	76,959	91,281	-	(76,959)
FUEL MANAGEMENT PROGRAM	-	25,650	63,288	156,218	130,568
BUILDING SUSTAINABLE COMM	30,201	42,495	29,800	-	(42,495)
FOREST HEALTH RESTORATION	32,000	-	-	-	-
COMMUNITY CHALLENGE GRANT	5,101	-	8,008	-	-
STATE FIRE ASST-INFO & ED	-	-	29,530	30,928	30,928
HAZARD FUEL RED. F/Y 2003	-	-	43	155,358	155,358
TOTAL	\$ 6,267,283	\$ 7,740,544	\$ 7,411,827	\$ 6,984,231	\$ (756,313)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 6,984,231	
				\$ 6,984,231	
COMMENTARY:					
<p>The Fire operating budget has increased 1% and capital expenditures total \$82,840 resulting in an overall net decrease of 10%. Personal Services increases are due to retirement contributions, merit and insurance increases. Major capital (>\$10,000) includes two Chemical Haz-Mat Detectors, \$19,840 and ten SCBA replacements - Special Operations \$63,000.</p>					



POLICE

POLICE DEPARTMENT MISSION

The mission of the **Flagstaff Police Department** is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

MISSION

The mission of the Flagstaff Police Department is to protect and preserve life, property, public order, and the rights of the individual by providing exemplary service through the establishment of a partnership of shared responsibility, support, and trust with law abiding members of the community.

PROGRAM DESCRIPTION

The Police Department is responsible for protecting life and property, preserving the peace, and protecting the rights of individuals. These are accompanied through crime prevention, Community Block Watch Programs, repression of crime, and the apprehension of criminal offenders. The Police Grants division (23) accounts for the supervisory and support service functions provided to Metro Task Force, which is a state grant-funded program for a multi-agency investigative unit.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Respond to emergency calls in five minutes or less: Response time was slightly over five minutes.
- ❖ Hold no more than 8% of total calls for service 20 minutes or longer. This will be accomplished by allocating resources to address peak call loads:
- ❖ Provide Drug Abuse Resistance Education (DARE) to all 5th grade students, and Gang Resistance Education and Training (GREAT) to all 7th grade students within the City on a yearly basis: Training provided to 100% of students.
- ❖ Maintain current level of responsive Block Watch (P.R.I.D.E.) programs while attempting to increase participation: Block Watch participation increased as evidenced by the number of meetings attended.
- ❖ Present educational and prevention programs throughout the community and schools on a continuing basis emphasizing the dangers of substance abuse and the need for personal and traffic safety: These are accomplished through block watches, school presentations, public service announcements.
- ❖ Provide a high level of enforcement for substance abuse related crimes such as DUI, underage consumption, assault, and domestic violence: Over 950 DUI arrests were made. Zero tolerance policies for substance abuse violations and domestic violence.
- ❖ Offer two Citizen Police Academies annually: Two Citizen police academies were offered.
- ❖ Enhance the safety of Flagstaff's streets by targeting causes of motor vehicle collisions and

providing highly visible deterrent and pro-active solutions: This was accomplished through the Targeted Radar Advisory Program (TRAP) where locations of increased enforcement were published in the paper.

- ❖ By utilizing all investigative resources, ensure consistent and timely investigation and disposition of all assigned crimes: Detectives had a clearance rate of approximately 50% for all assigned cases.
- ❖ Implement strategic planning for technology and information systems for the short term (5 years) and long term (5 – 10 years): Consistent meetings with all technology users to implement new technology and maintain current systems.
- ❖ Develop procedures in the new facility that ensures quality customer service: Customer Service classes are offered to employees on a regular basis.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ A total of 9,384 arrests were made, an increase of approximately 3%. A total of 3,061 traffic accidents were investigated resulting in a decrease of nearly 7% from 2001. A total of 12,557 traffic citations were issued, including 974 for driving under the influence of alcohol/drugs.
- ❖ The Department maintained 74 Block Watches to address neighborhood concerns such as traffic, graffiti, and any other issue affecting quality of life.
- ❖ Certified eight housing complexes under the Crime Free Multi-Housing Program.
- ❖ Sponsored two 2-week summer camps focusing on the GREAT curriculum. Approximately 80 7th and 8th graders attended the camp.
- ❖ Quality of life issues were aggressively pursued, including clean up projects and enforcement concerns. At least seven individual projects were planned and conducted in order to address specific problem areas in the community. They included the:
- ❖ Implemented Sunnyside Burglary Initiative, the Woods Watch Program, Watch Your Car Program, and others.
- ❖ The Department assisted Federal Authorities with the visit of President George W Bush.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVE:**

- ❖ Develop constantly refine procedures that ensure quality customer service.

GOAL: COLLABORATION

OBJECTIVE:

- ❖ Develop partnerships with other agencies in order to enhance public safety and address quality of life issues while at the same time operating as efficiently as possible.

GOAL: PUBLIC SAFETY

OBJECTIVES:

- ❖ Respond to emergency calls in five minutes or less.
- ❖ Hold no more than 8% of total calls for service 20 minutes or longer. This will be accomplished by allocating resources to address peak call loads.
- ❖ Maintain current level of responsive Block Watch (P.R.I.D.E.) programs while attempting to increase participation.
- ❖ Present educational and prevention programs throughout the community and schools on a

continuing basis emphasizing the dangers of substance abuse and the need for personal and traffic safety.

- ❖ Provide a high level of enforcement for substance abuse related crimes such as DUI, underage consumption, assault, and domestic violence.
- ❖ Offer two Citizen Police Academies annually.
- ❖ Enhance the safety of Flagstaff's streets by targeting causes of motor vehicle collisions and providing highly visible deterrent and pro-active solutions.
- ❖ By utilizing all investigative resources, ensure consistent and timely investigation and disposition of all assigned crimes.
- ❖ Implement strategic planning for technology and information systems for the short term (5 years) and long term (5 – 10 years).
- ❖ Meet or exceed national benchmarking criteria for Public Safety dispatching.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Calls for service	55,801	55,625	57,000
Misdemeanor reports	19,783	17,354	19,000
Felony reports	4,792	5,834	6,000
Incident reports	27,943	27,076	28,000
Accident reports	3,283	3,061	3,200
Arrests	9,107	9,384	9,400
Traffic citations	11,616	12,557	13,000
DUI arrests	1,019	974	1,000
Warning and repair orders issued	10,358	10,630	11,000
Detectives:			
Cases assigned	8,681	8,808	9,000
Cases cleared	4,962	5,298	5,500
Community Relations and Training:			
Presentations	655	619	700
Training (man hours)	15,141	15,959	15,000
Animal Control:			
Citations	112	152	150
Impounds	934	875	900
Man Hours in Field (Patrol)	96,922	100,322	100,000
Other:			
Emergency service response, Goal = 5 minutes	5.3	N/A	5.0
20 minute calls held for service not to exceed 8%	15.7%	N/A	8.0%
Volunteer hours	611	542	2,000
Block watch meetings	145	117	100
Crime free multi-housing certifications	2	8	5

POLICE DEPARTMENT

DIVISIONS 22

POLICE

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 8,042,755	\$ 8,911,408	\$ 8,794,591	\$ 9,548,829	\$ 637,421
CONTRACTUAL	810,058	962,820	918,360	1,131,457	168,637
COMMODITIES	374,100	347,459	377,471	328,985	(18,474)
CAPITAL	9,847	217,615	213,052	228,000	10,385
TOTAL	\$ 9,236,760	\$ 10,439,302	\$ 10,303,474	\$ 11,237,271	\$ 797,969
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 945,675	\$ 1,521,160	\$ 1,511,117	\$ 1,620,918	\$ 99,758
PATROL	4,655,565	4,950,359	4,931,635	5,389,736	439,377
DETECTIVES	1,116,456	1,056,829	1,050,280	1,042,616	(14,213)
RECORDS	550,908	563,480	549,472	647,704	84,224
COMMUNICATIONS	1,284,996	1,551,042	1,489,009	1,728,913	177,871
SPECIAL SERVICES	589,678	694,682	674,509	703,907	9,225
CRIME PREVENTION & TRAIN	93,482	101,750	97,452	103,477	1,727
TOTAL	\$ 9,236,760	\$ 10,439,302	\$ 10,303,474	\$ 11,237,271	\$ 797,969
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 11,237,271	
				\$ 11,237,271	
COMMENTARY:					
<p>The Police operating budget has increased 7% and capital expenditures total \$228,000 resulting in an overall net increase of 7%. Personal Services increases are due to retirement contributions, merit and insurance increases. Contractual increases are \$27,000 in telephone costs for Mobile Digital Computer program for the Patrol department; \$77,950 for computer maintenance equipment; \$10,000 for IGA with NAU to provide technical radio oversight; \$53,000 for increase costs from the Humane Society. Major capital (>\$10,000) is (4) police sedans \$97,500; computerized automated dispatch server \$81,500; login recorder for Dispatch \$49,000.</p>					

POLICE DEPARTMENT

DIVISIONS 23

POLICE GRANTS

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 198,203	\$ 123,385	\$ 293,692	\$ 139,404	\$ 16,019
CONTRACTUAL	196,797	184,991	107,937	300,001	115,010
COMMODITIES	85,043	73,822	17,665	347,766	273,944
CAPITAL	74,009	16,500	11,640	43,613	27,113
TOTAL	\$ 554,052	\$ 398,698	\$ 430,934	\$ 830,784	\$ 432,086
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 6,884	\$ 1,455	\$ (9,278)	\$ 1,501	\$ 46
METRO	293,400	272,386	277,529	379,726	107,340
CRIMINAL JUSTICE GT(CJEF)	15,880	-	866	-	-
RICO FUNDS FOR METRO	1,701	-	(40,428)	-	-
WEED AND SEED PROGRAM	18,251	25,000	682	58,000	33,000
1999 LAW INFORCE BLK GRT	53,686	-	-	-	-
2000 LLEBG	5,989	-	-	-	-
GREAT GRANT PHASE III	29,693	-	-	-	-
LLEBG POLICE GRANT - 2001	62,467	-	4,828	-	-
WATCH YOUR CAR GRANT	3,593	-	2,488	38,610	38,610
O/T ADD'L DUI ACTIVITIES	7,622	-	5,289	-	-
(3) MOTOR CYCLES GRANT	-	16,500	14,228	43,613	27,113
GREAT GRANT 2002-2003	31,789	33,357	13,775	-	-
GREAT GRANT 2003 - 2004	-	-	-	20,368	-
LLEBG POLICE GRANT -2002	-	50,000	4,588	-	-
LEAF TRAINING AUDITORIUM	4,170	-	-	20,500	-
COC UNDERAGE DRINKING PGM	2,315	-	8,822	-	-
SECURITY-PULLIAM AIRPORT	16,612	-	142,136	-	-
DUI ENFORCEMENT 2004	-	-	3,917	-	-
MISC GRANTS UNDER 5,000	-	-	1,492	25,000	-
TRAFFIC CITATION DUI REP.	-	-	-	213,466	-
LLEBG 2003	-	-	-	30,000	-
TOTAL	\$ 554,052	\$ 398,698	\$ 430,934	\$ 830,784	\$ 206,109
SOURCE OF FUNDING:					
GENERAL FUND				\$ 830,784	
				\$ 830,784	

PUBLIC WORKS

PUBLIC WORKS DEPARTMENT MISSION

The **Public Works Department**, consisting of the **Airport, Buildings, Cemetery, Fleet, Parks & Recreation, Environmental Services and Streets Divisions**, dedicate their efforts to provide customer service oriented, quality-based, cost-efficient services to the citizens of Flagstaff and their fellow City employees.

The mission of the **Parks and Recreation Division** is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

The **Mechanical Shop Division** vows to provide high quality, efficient maintenance services to City employees, and indirectly to Flagstaff citizens by keeping equipment in excellent condition.

The **Facilities** mission is to provide 100% customer service satisfaction. We are dedicated to continuously provide quality service and superior value through leadership, focus, and teamwork. We will be known for our respect for individual initiative, personal growth, and continual self-improvement. Providing a working environment that enhances our commitment to customer service above all else through excellence in reputation, honesty, and integrity.

The **Airport and Streets Divisions** dedicate their efforts to provide quality service for the ever-growing transportation needs of our community.

The **Environmental Services Division** is comprised of a valuable team of professionals committed to working together to provide the citizens of Flagstaff the best refuse and recycling service; a forward thinking and community based conservation program; and an Environmental Management and Landfill program that exceeds all Federal and industry standards.

MISSION

The Public Works Department dedicate its efforts to provide customer service oriented, quality-based cost-efficient services to the citizens of Flagstaff and their fellow City employees.

PROGRAM DESCRIPTION

This Division is responsible for the general administration of all the Public Works Divisions, including the Airport, Cemetery, Environmental Services, Facilities Maintenance, Mechanical Shop, Parks and Recreation, and Streets.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Continue to encourage a no-lost time year through the safety program: While the number of days increased for days lost in CY02, the overall percentage of time lost is negligible. Two employees were off two weeks each.
- ❖ Continue to reduce vehicular accidents through training and evaluation: Vehicle accidents decreased by 30% and costs were lowered due to minor nature of accidents.
- ❖ Continue to encourage employees to receive training and job enrichment in order to reduce turnovers, excluding retirements: 306 employees participated in job enrichment training courses throughout the year.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ 6 employees celebrated 5 years of service, 11 employees celebrated 10 years of service, 3 employees celebrated 15 years of service, 3 employees celebrated 20 years of service.
- ❖ 27 employees received the City Manager's Excellence Awards.
- ❖ 1 employee named Flagstaff's Citizen of the Year.

FY04 GOALS AND OBJECTIVES**GOAL: ORGANIZATIONAL SUPPORT****OBJECTIVES:**

- ❖ Continue to encourage a no-lost time year through the safety program.
- ❖ Continue to reduce vehicular accidents through training and evaluation.
- ❖ Continue to encourage employees to receive training and job enrichment in order to reduce turnovers, excluding retirements.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
"Zero" lost time accident ratio	7 days lost 403,520 hrs of work< 0.0014%	21 days lost 397,800 hrs of work 0.042%	0 days lost 400,000 hrs of work>0.0%
Reduce accidents by 15%	37 accidents 850,000 miles driven 1 accident/ 23,000 miles 14% reduction	26 accidents 850,000 miles driven 1 accident 32,700 miles 30% reduction	22 accidents 850,000 miles driven 1 accident/ 38,000 miles 15% reduction

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 156,707	\$ 168,449	\$ 168,430	\$ 179,581	\$ 11,132
CONTRACTUAL	5,106	7,545	5,733	7,098	(447)
COMMODITIES	4,215	2,887	3,490	5,872	2,985
CAPITAL	14	-	-	-	-
TOTAL	\$ 166,042	\$ 178,881	\$ 177,653	\$ 192,551	\$ 13,670
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 166,042	\$ 178,881	\$ 177,653	\$ 192,551	\$ 13,670
TOTAL	\$ 166,042	\$ 178,881	\$ 177,653	\$ 192,551	\$ 13,670
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 61,766	
	LIBRARY FUND			-	
	HIGHWAY USER REVENUE FUND			41,516	
	WATER AND WASTEWATER FUND			-	
	AIRPORT FUND			45,183	
	ENVIRONMENTAL SERVICES FUND			44,086	
				\$ 192,551	

COMMENTARY:

The Public Works Administration operating budget has increased 7% and there are no capital expenditures. Personal Services increases are due to the employee merit, retirement contribution, insurance costs, and the temporary transfer of 1.0 FTE from the Capital Improvements Division. Contractual decreases are due to the reduction of travel budgets. Commodities increases are due to the temporary staff additional previously described. There is no major capital (>\$10,000) for this division.

MISSION

The mission of the Parks and Recreation Division is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Parks staff is responsible for the maintenance and management of parks and sports fields; maintenance of streetscapes; maintenance of the FUTS; maintenance of Heritage Square and Historic Downtown; maintenance of grounds at City buildings including Recreation Centers, Library, City Hall and USGS; and snow removal from City-owned parking lots and designated City sidewalks and alleyways. The Parks and Recreation weed and tree plan management are also budgeted in this division.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Identify and complete maintenance upgrades in parks for improved safety, accessibility, and compliance with state and federal regulations: Installed slide mats under playground apparatus. Installed and retrofitted bleachers. Installed accessible drinking fountains, walkways and ramps. Completed first phase of Guadalupe Park ballfield fence replacement.
- ❖ Maintain safe parks through active involvement in an integrated public safety system and establish a park ranger program: Continued to work in partnership with the Police Department to identify and correct unsafe situations. Due to funding constraints, did not establish a staffed Park Ranger program. The Neighborhood Block Watch program may be used to provide volunteer Park Watch services on an “as needed, as available” basis.
- ❖ Manage plant life in the park system and at other city properties through the use of technology and a trained work force: Used irrigation software/hardware to manage water during drought conditions. Compiled and presented noxious urban weed and tree strategic plans. Two staff members were trained in the use of ArcView in order to map weeds and trees.
- ❖ Maintain parks, trails and beautification projects at the highest possible level of service: Additional staff members obtained certification as arborists and playground inspectors.

FY04 GOALS AND OBJECTIVES**GOAL: QUALITY OF LIFE****OBJECTIVES:**

- ❖ Enhance the quality of life for our community by providing comprehensive park resources, services and programs through:
 - Managing plant life in the park system and at other City properties through the use of technology and a trained work force.
 - Maintaining parks, trails, and beautification projects at the highest possible level of service.

GOAL: PUBLIC SAFETY**OBJECTIVES:**

- ❖ Maintain safe parks through active involvement in an integrated public safety system.
- ❖ Identify and complete maintenance upgrades in parks for improved safety, accessibility, and compliance with state/federal regulations.
- ❖ Establish a comprehensive signage system.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Conduct weekly safety inspections of parks and playground equipment	85%	80%	90%
Complete daily and weekly maintenance tasks at all park areas	90% large parks	90% large parks	75% large parks
	80% small parks	80% small parks	75% small parks

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 812,817	\$ 932,015	\$ 941,240	\$ 915,199	\$ (16,816)
CONTRACTUAL	544,270	842,385	626,653	785,497	(56,888)
COMMODITIES	266,886	306,591	280,316	282,681	(23,910)
CAPITAL	170,672	396,860	103,857	367,850	(29,010)
TOTAL	\$ 1,794,645	\$ 2,477,851	\$ 1,952,066	\$ 2,351,227	\$ (126,624)
EXPENDITURES BY PROGRAM:					
GENERAL ADMIN	\$ 120,866	\$ 143,382	\$ 115,311	\$ 122,718	\$ (20,664)
PARK GROUNDS MAINT.	635,905	977,044	724,386	843,048	(133,996)
PARK BLDGS & FAC MAINT.	24,928	23,010	22,183	25,109	2,099
BBB-STREETScape/MEDIAN	126,440	162,307	152,013	192,214	29,907
RIGHT OF WAYS/MEDIAN	106,754	62,478	62,233	61,253	(1,225)
FUTS TRAIL SYSTEM	54,082	71,803	71,404	73,474	1,671
HERITAGE SQUARE MAINT	49,448	53,371	51,735	38,343	(15,028)
SNOW REMOVAL	(401)	-	-	-	-
BBB RECREATION FIELDS	481,276	662,479	574,203	703,480	41,001
DOWNTOWN MAINTENANCE	69,132	70,476	66,191	58,111	(12,365)
NON-PARKS GROUNDS/LANDSCAPE	90,392	251,501	112,407	233,477	(18,024)
PARKS ENHANCEMENT & IMP.	35,823	-	-	-	-
TOTAL	\$ 1,794,645	\$ 2,477,851	\$ 1,952,066	\$ 2,351,227	\$ (126,624)
SOURCE OF FUNDING:					
GENERAL FUND				\$ 2,351,227	
				\$ 2,351,227	

COMMENTARY:

The Parks operating budget has decreased 5% and capital expenditures total \$367,850 resulting in an overall net decrease of 6%. Due to the economic situation and revenue shortfalls for the City, the Parks budget was reduced. Onetime expenditures for this division are \$11,480 for park entry signs and \$135,000 for carryover of money images and events. Major capital (>\$10,000) includes \$28,950 for walkways/ramps/stairs, \$10,000 for backstop and fence at Guadalupe, \$32,600 for tennis and basketball court resurfacing, \$20,000 for backstop/outfield fence improvements, \$29,800 for a 1 ton dump bed truck, \$27,000 for a 3/4 ton 4x4 truck, and \$200,000 carryover for land acquisition.

MISSION

The Mechanical Shop Division vows to provide high quality, efficient maintenance services to City employees, and indirectly to Flagstaff citizens by keeping equipment in excellent condition.

PROGRAM DESCRIPTION

To establish efficient and effective delivery of City fleets services by providing customer agencies with safe, reliable, economical, and environmentally sound transportation and related support services that are responsive to the needs of customer departments and that conserve vehicle value and equipment investment.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Enroll mechanics in Automobile Service Excellence testing program (ASE) to enable mechanic proficiency and certification for automotive and heavy equipment: Fleet technicians enrolled: 10 for November 2003, and 10 will be enrolled in May 2004.
- ❖ Maintain mechanic productivity at 90%, evaluate shop rates, and define direct and indirect costs: Mechanic productivity averaged 90%.
- ❖ Provide customers with repair orders when preventive maintenance is completed: Implemented new preventive maintenance service forms and provided customer copies for all services performed.
- ❖ Provide customers with form to rate preventive maintenance services and conduct two customer surveys: Conducted two customer service surveys.
- ❖ Review established replacement standards and recommend changes for vehicles and equipment: Vehicle and equipment replacement criteria reviewed and updated.
- ❖ Continue to expand flat rate standards to include jobs that are not in the flat rate manuals:
- ❖ Established flat rate standards to measure technician proficiency.
- ❖ Training for mechanical staff for proper disposal of hazardous waste and environmentally friendly housekeeping: Implemented environmental clean and green best management practices for shop pollution prevention.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Coordinated yearly study to identify under-utilized vehicles.

- ❖ Kept mechanic productivity at 90% average.
- ❖ Review vehicle and equipment replacement and provide cost data and utilization to fleet review committee.
- ❖ Set up all light duty trucks & sedans in 4,000 mile and/or six-month preventive maintenance cycle.
- ❖ Conduct ADEQ clean-green shop evaluation and implement best management practice for pollution reduction.
- ❖ Coordinated with accountant to ensure correct parts mark-up, fuel mark-up and environmental fees are being collected by the fleet computer system.
- ❖ Continued collection of data and recommended implementation of bio-diesel fuel usage.
- ❖ Develop fuel conservation policy and idling policy for adoption by City departments.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVES:**

- ❖ Provide customers with quarterly vehicle and equipment performance and operations costs reports.
- ❖ Provide user departments with mileage/hours utilization reports to better manage resources.
- ❖ Provide users with repair order at time vehicle is serviced/repaired.
- ❖ Keep preventive maintenance services within the month scheduled.
- ❖ Evaluate customer service satisfaction surveys and benchmark tracking of data to improve service levels and to better serve the needs of customers.
 - To determine technician proficiency at the highest level.
 - By providing service within industry flat rates for labor hours.
 - Provide customers with forms to rate preventive maintenance services.

GOAL: COLLABORATION**OBJECTIVES:**

- ❖ Continue to provide fueling services for Coconino County and Pine Country Transit.
- ❖ Look into providing bio-diesel fuel services for Coconino County and Pine Country Transit.
- ❖ Look into providing additional bio-diesel fuel services for outside agencies including NAU and U.S. Forest Service.

GOAL: FISCAL RESPONSIBILITY**OBJECTIVES:**

- ❖ We can realize an increase in cost recovery by providing fuels to additional agencies.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Provide customers with quarterly vehicle and equipment performance and operations cost report	50%	100%	100%
Mechanic Productivity at 90%	92%	91%	92%
Increase technician and parts specialist ASE certification program	92%	93%	94%
Services provided within Flat Rate Level	75%	92%	95%
Keep customer service survey satisfaction statistics at 90% or better	93%	95%	95%
Number of gallons sold to outside agencies	97,742	126,913	130,000

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 129,977	\$ 94,549	\$ 142,198	\$ 112,494	\$ 17,945
CONTRACTUAL	81,953	89,896	88,689	92,914	3,018
COMMODITIES	40,662	(184,445)	(173,913)	(205,408)	(20,963)
CAPITAL	-	-	-	-	-
TOTAL	\$ 252,592	\$ -	\$ 56,974	\$ -	\$ -
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 204,280	\$ (3,932)	\$ 39,242	\$ (1,708)	\$ 2,224
INVENTORY MANAGEMENT	51,474	52,551	53,037	57,106	4,555
PREVENTIVE MAINTENANCE	85,636	93,677	97,249	98,690	5,013
VEHICLE REPAIR	(151,849)	(219,604)	(208,295)	(231,364)	(11,760)
POOL VEHICLES-CITY HALL	-	11,500	9,500	9,500	(2,000)
POOL VEHICLES-SHOP	7,310	6,800	6,800	6,750	(50)
OTHER SHOP WORK	55,433	59,008	59,441	61,026	2,018
SHOP IMPROVEMENTS	308	-	-	-	-
TOTAL	\$ 252,592	\$ -	\$ 56,974	\$ -	\$ -
SOURCE OF FUNDING:					
	GENERAL FUND			\$ (157,576)	
	LIBRARY FUND			303	
	HIGHWAY USER REVENUE FUND			59,201	
	WATER AND WASTEWATER FUND			20,828	
	AIRPORT FUND			4,113	
	ENVIRONMENTAL SERVICES FUND			73,131	
				\$ -	

COMMENTARY:

The Fleet Management operating budget is a \$0 base budget and there are no capital expenditures. The shop rates and markups are set to fully recover operating cost of this division. Shop rate will be increased to \$44.50 per hour. Changes in the Personal Services include the elimination of one position and increases for employee merits, retirement contributions, and insurance cost. The only increase for contractuels is for stormwater fees.

PROGRAM DESCRIPTION

Under the direction of the Streets Superintendent, the City maintains Citizens Cemetery performing services related to opening/closing of graves, lot sales, record keeping, and facility and grounds maintenance. The Cemetery also provides opening/closing services for the Catholic Cemetery.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ As part of proper ground maintenance, keep trees trimmed, grass mowed and edged at least one time per week. Due to budget cut of temporary hours, this goal is only being met 50%.
- ❖ Work with Service Organization annually on upgrading their private section. Started talks

with the Masons on upgrading section "E". This goal will be carried over for the next F/Y.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Applied asphalt millings on existing dirt roads within the cemetery, reducing dust when the wind blows and when it rains.

FY04 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ As part of proper grounds maintenance, keep the trees trimmed, grass mowed and edged at least one time per week.
- ❖ Work with one Service Organization annually on upgrading their private section.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Mowing/trimming once per week	NA	75%	80%
Upgrade one private section yearly	NA	100%	50%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 94,390	\$ 107,426	\$ 101,147	\$ 103,385	\$ (4,041)
CONTRACTUAL	49,351	53,840	53,955	54,930	1,090
COMMODITIES	19,103	12,365	9,288	12,457	92
CAPITAL	-	31,525	31,551	103,000	71,475
TOTAL	\$ 162,844	\$ 205,156	\$ 195,941	\$ 273,772	\$ 68,616
EXPENDITURES BY PROGRAM:					
GENERAL SERVICES	\$ 1,970	\$ 2,025	\$ 1,901	\$ 2,025	\$ -
OPENING & CLOSING	39,509	78,178	74,237	149,170	70,992
MAINTENANCE OF BUILDINGS	3,704	5,231	4,210	5,317	86
MAINTENANCE OF GROUNDS	117,661	119,722	115,593	117,260	(2,462)
TOTAL	\$ 162,844	\$ 205,156	\$ 195,941	\$ 273,772	\$ 68,616
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 273,772	
				\$ 273,772	
COMMENTARY:					
The Cemetery operating budget has decreased 2% and capital expenditures total \$103,000 resulting in an overall net increase of 33%. Personal Services decreases are due to fewer hours being charged to the cemetery for ongoing maintenance. Contractual increases are due to utility increases for both the landfill and stormwater. Major capital (>\$10,000) includes \$85,000 for a backhoe and \$18,000 for a columbarium.					

MISSION

The Facilities mission is to provide 100% customer service satisfaction. We are dedicated to continuously provide quality service and superior value through leadership, focus, and teamwork. We will be known for our respect for individual initiative, personal growth, and continual self-improvement. Providing a working environment that enhances our commitment to customer service above all else through excellence in reputation, honesty, and integrity.

PROGRAM DESCRIPTION

Under the direction of the Public Works Director, the Public Facilities Maintenance division is responsible for all maintenance and upgrades of all City buildings.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Continue to provide prompt, courteous customer service: Courteous customer service provided to all City Departments.
- ❖ Monitor facilities needs and schedule timely repairs: Repairs scheduled in a timely manner. Facility needs addressed within budget constraints.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Restructure of Facilities Division.
- ❖ Established record handling program.
- ❖ Council Chamber remodel.
- ❖ Dark Skies Citywide compliance.
- ❖ Engineering area remodel.
- ❖ U.S.G.S. #6 building completed and move in.
- ❖ Library, East Flag branch move in.
- ❖ Bank One remodel and move in
- ❖ A.D.A. City Hall restrooms.
- ❖ Refrigerator refrigerant extraction program for outlying cities.

FY04 GOALS AND OBJECTIVES**GOAL: COLLABORATION****OBJECTIVE:**

- ❖ Work with recreation staff and schools to bring swimming pool equipment to 100% operational condition.

GOAL: CUSTOMER SERVICE**OBJECTIVE:**

- ❖ Create a customer service satisfaction survey for both internal and external customers to provide a benchmark for improving service.

- ❖ Operate within budget outlines, while providing the same level of service currently expected.
- ❖ Monitor facilities needs and repairs: Projected needs schedules have been established and response times for daily general maintenance average about 20 minutes.

PUBLIC WORKS

DIVISION 29

FACILITIES MAINTENANCE

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Swimming pool equipment in 100% operational condition	80%	94%	100%
Customer satisfaction overall rating	NA	70%	100%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 299,593	\$ 317,262	\$ 327,409	\$ 346,299	\$ 29,037
CONTRACTUAL	250,281	164,159	183,695	165,332	1,173
COMMODITIES	98,220	210,022	96,509	247,209	37,187
CAPITAL	61,214	321,266	78,540	204,023	(117,243)
TOTAL	\$ 709,308	\$ 1,012,709	\$ 686,153	\$ 962,863	\$ (49,846)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 191,623	\$ 271,962	\$ 268,588	\$ 287,195	\$ 15,233
CUSTODIAL SERVICE	63,857	72,437	78,784	76,326	3,889
STRUCTURAL & OTHER MAINT.	150,961	211,595	120,007	414,207	202,612
MAINT-MECH,ELECT & PLUMB	202,263	150,952	155,398	158,135	7,183
BEAVER ST ANNEX	21,689	-	2,015	-	-
MILLIGAN HOUSE	8,793	10,740	8,961	7,000	(3,740)
PREVENTATIVE MAINTENANCE	15	-	-	-	-
MISC. IMPROV. CITY FACIL.	19,704	130,000	32,400	20,000	(110,000)
SOILS REMEDIATION	50,403	115,023	-	-	(115,023)
UST REMOVAL	-	50,000	20,000	-	(50,000)
TOTAL	\$ 709,308	\$ 1,012,709	\$ 686,153	\$ 962,863	\$ (49,846)
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 643,979	
	LIBRARY FUND			58,124	
	HIGHWAY USER REVENUE FUND			92,045	
	WATER AND WASTEWATER FUND			43,230	
	AIRPORT FUND			15,086	
	ENVIRONMENTAL SERVICES FUND			110,399	
				\$ 962,863	

COMMENTARY:
 The Facilities Maintenance operating budget has increased 9% and capital expenditures total \$204,023 resulting in an overall net decrease of 5%. Personal Services increases are due to the employee merit, retirement contribution, and insurance costs. Contractual increases are due to greater anticipated vehicle maintenance. Commodities increases are due to a carryover of funds to complete outstanding facility maintenance. Major capital (> \$10,000) includes \$20,000 for soil remediation and \$184,023 for ADA improvements.

MISSION

The mission of the Parks and Recreation Division is to bring our community together by providing exceptional opportunities for families and individuals to enjoy our outdoor environment and to participate in programs valuable to sustaining a healthy lifestyle.

PROGRAM DESCRIPTION

Recreation staff is responsible for the management and operation of three community centers, an adult center, a therapeutic recreation site, an ice arena, two swimming pools, and numerous sports fields. Special event and use permits are coordinated for organizations and individuals; "leisure learning" activities are programmed for all ages and abilities, and sports are facilitated for both adults and youth. All Parks and Recreation administrative functions and master plan management are also budgeted in this division.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Identify and complete equipment and facility upgrades to enhance recreation experiences and improve safety and accessibility: Replaced tiles in FHS pool locker rooms. Upgraded phone system at ice arena. Replaced pool decks at MEMS and FHS pools. Replaced gym floor at Cogdill Recreation Center. ADA renovations at Flagstaff Recreation Center, Cogdill Recreation Center, ice arena, Adult Center and Therapeutic Recreation site are in design.
- ❖ Continue and create partnerships with other community agencies: Administered contracts with HASTC, CCCY, FUSD (FACTS), and FHA for community services. Participated in "Back to School Resource Fair" and Nutrition Grant in cooperation with Coconino County.
- ❖ Develop new recreation programs: Implemented new programs including Senior Aqua Aerobics, Halloween Harvest, Soar into Spring, Racquetball League, Kayak Skills, and a variety of outdoor workshops.
- ❖ Increase recreation revenues: Exceeded FY02 revenue estimate by \$59,000. Completed program fee review and adjusted rates to comply with current policy effective January 2003.
- ❖ Implement the Recreation Bond/BBB capital program by completing design and construction of projects: Completed construction of Foxglenn Park and McMillan Mesa Park. Acquired 80 acres for Continental Park expansion. Acquired land for

Cheshire Park expansion. Created Thorpe Park Master Plan.

- ❖ Prepare for a future bond initiative: Prepared amendments to 1996 Master Plan. Prepared priority project lists and developed concept plans for Continental, Lake Mary, Buffalo, Arroyo, Cheshire and Clay Basin parks. Participated in 2003 bond exploratory process.

FY04 GOALS AND OBJECTIVES**GOAL: QUALITY OF LIFE****OBJECTIVES:**

- ❖ Enhance the quality of life for our community by providing comprehensive recreation resources, services and programs through:
 - Identifying and completing equipment and facility upgrades to enhance recreation experiences and improve safety and accessibility.
 - Developing new recreation programs.

GOAL: FISCAL RESPONSIBILITY**OBJECTIVES:**

- ❖ Increase recreation revenues.

GOAL: COLLABORATION**OBJECTIVES:**

- ❖ Seek, strengthen, and enhance recreation services through new and continuing partnerships with other community agencies that optimize the delivery of services to citizens.

GOAL: CAPITAL IMPROVEMENTS**OBJECTIVES:**

- ❖ Implement the Recreation Bond/BBB capital program by completing the design and construction of remaining projects.
- ❖ Prepare project data for future capital needs.

PUBLIC WORKS

DIVISION 30

RECREATION

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Implement new events	7	8	7
Improve gross revenue & self sufficiency percentage			
Revenue	\$516,437	\$583,640	\$540,000
Self sufficiency percentage	13%	15%	15%
Complete BBB/Recreation Bond projects	Sechrist	Foxglenn, McMillan Mesa	Thorpe Master Plan and Phase I

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,356,762	\$ 1,491,296	\$ 1,435,916	\$ 1,376,630	\$ (114,666)
CONTRACTUAL	403,178	455,390	421,545	427,994	(27,396)
COMMODITIES	201,153	186,384	184,493	176,450	(9,934)
CAPITAL	97,356	590,028	214,952	771,422	181,394
TOTAL	\$ 2,058,449	\$ 2,723,098	\$ 2,256,906	\$ 2,752,496	\$ 29,398
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 398,380	\$ 439,194	\$ 479,403	\$ 404,447	\$ (34,747)
ATHLETIC PROGRAMS	193,602	198,755	186,570	198,611	(144)
AQUATICS	207,275	288,637	212,375	275,419	(13,218)
MURDOCK CENTER	214,048	189,468	146,342	41,222	(148,246)
LEISURE LEARNING	112,654	134,676	100,798	122,899	(11,777)
FLAGSTAFF RECREATION CNTR	254,828	383,576	248,510	283,182	(100,394)
ADULT CENTER	154,905	299,522	163,807	212,863	(86,659)
COGDILL CENTER	124,107	248,068	130,841	176,887	(71,181)
YOUTH COMMISSION	7,931	-	-	-	-
JAY LIVELY ACTIVITY CENTR	348,966	502,546	348,299	404,455	(98,091)
COMMUNITY SERVICES/EVENTS	37,409	38,656	36,669	54,620	15,964
RECREATION GRANTS	1,996	-	3,292	-	-
FACILITIES ADA COMPLIANCE	2,348	-	200,000	577,891	577,891
TOTAL	\$ 2,058,449	\$ 2,723,098	\$ 2,256,906	\$ 2,752,496	\$ 29,398
SOURCE OF FUNDING:					
GENERAL FUND				\$ 2,752,496	
				\$ 2,752,496	

COMMENTARY:
 The Recreation operating budget has decreased 8% and capital expenditures total \$771,422 resulting in an overall net increase of 1%. Due to the economic situation and revenue shortfalls for the City, the Recreation budget was reduced. These reductions effected personal services, contractuels, and commodities. In addition, the City plans to close Murdock Recreation Center after the completion of summer programs. Onetime expenditures for this division are \$4,500 for a pool vacuum, \$3,125 for a defibrillator, \$7,315 for carpet, and \$18,935 for fire/security alarm systems at various facilities. Major capital (>\$10,000) includes \$13,500 for driveway, curb, and sidewalk repair, \$577,891 for ADA/recreation facilities renovations, \$36,000 for a dehumidifier, \$14,200 for phone lines, \$32,000 for a roof, \$73,600 for pool decks, and \$25,800 for a basketball court floor.

MISSION

The Streets Division dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

PROGRAM DESCRIPTION

The Street Division is responsible for maintenance to paved and unpaved streets within the City. Providing street sweeping, snow and ice control, striping, regulatory sign maintenance, pothole patching, drainage maintenance, and streetlight checks and traffic signal.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Kept dirt streets graded and potholes patched before they deteriorate. This is currently being done, but not to the 100% satisfaction that we are looking at. We are at 85% on road grading and 80% patching potholes within 24 hours of notice.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Hired a Traffic Signal Technician to provide preventive maintenance to the 28 intersections.
- ❖ Through the cooperative effort with the Police Department, have initiated an 800 MHz radio two-way radio system.

- ❖ All Street Division employees certified in CPR in the workplace.
- ❖ Held annual equipment Roadeo sent four equipment operators to the state competition in Phoenix. There were over 300 contestants and took place over a 3-day period. One operator took second place in the snowplow event.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVE:**

- ❖ Keep dirt streets graded and potholes patched before they deteriorate.
- ❖ Shoulder asphalt streets without curbs to protect the integrity of the streets sub base.

GOAL: PUBLIC SAFETY**OBJECTIVE:**

- ❖ Sweep cinders from roadways when winter storms subside making arterial, collectors, and bike paths a priority.

PUBLIC WORKS

DIVISION 32

**STREET MAINTENANCE
AND REPAIRS**

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Perform routine street sweeping, using four sweepers operating 40 hours/week	90%	90%	95%
Have all dirt street graded on a regular schedule and apply dust abatement as needed to 14 miles of dirt streets	90%	85%	90%
Shoulder dirt streets-residential streets once per year and arterial streets twice per year.	N/A	N/A	80%
Patch potholes within 24 hours of notice	75%	80%	90%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 1,283,128	\$ 1,734,917	\$ 1,503,182	\$ 1,683,119	\$ (51,798)
CONTRACTUAL	352,350	404,035	408,756	275,323	(128,712)
COMMODITIES	543,331	723,045	594,059	732,695	9,650
CAPITAL	112,035	638,354	474,345	614,675	(23,679)
TOTAL	\$ 2,290,844	\$ 3,500,351	\$ 2,980,342	\$ 3,305,812	\$ (194,539)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 167,146	\$ 249,469	\$ 189,068	\$ 203,744	\$ (45,725)
STREET CLEANING	272,247	414,250	239,497	725,434	311,184
SNOW CONTROL	328,867	673,943	484,988	627,101	(46,842)
SIGN,SIGNAL,MARK & LIGHT	331,798	366,790	303,590	292,908	(73,882)
STREET MAINTENANCE	824,042	1,271,746	1,232,501	849,370	(422,376)
DRAINAGE WAY MAINTENANCE	45,420	59,798	63,373	78,326	18,528
TRAINING	1,339	1,900	1,116	1,900	-
STREET LIGHTS	311,694	320,430	326,841	325,430	5,000
TRAFFIC SIGNAL MAINTENANCE	-	142,025	138,221	201,599	59,574
WESTRIDGE ROADS	770	-	1,147	-	-
REPAIR AND DEMOLITION	7,521	-	-	-	-
TOTAL	\$ 2,290,844	\$ 3,500,351	\$ 2,980,342	\$ 3,305,812	\$ (194,539)
SOURCE OF FUNDING:					
HIGHWAY USER REVENUE FUND				\$ 3,305,812	
				\$ 3,305,812	

COMMENTARY:

The Streets Maintenance operating budget has decreased 6% and capital expenditures total \$466,675 resulting in an overall net decrease of 6%. Personal Services increases are due to the employee merit, retirement contribution, and insurance costs.

MISSION

The Airport Division dedicates its efforts to provide quality service for the ever-growing transportation needs of our community.

PROGRAM DESCRIPTION

The Airport Division operates and maintains Flagstaff Pulliam Airport. The Airport is certificated as a non-hub air carrier and general aviation airport by the Federal Aviation Administration (FAA). Responsibilities of the division include administration, safety, operations, and maintenance of all buildings and pavements with federal mandates to provide aircraft rescue/fire-fighting, medical response, and security. Other services are provided through lease agreements with the direct service providers, (i.e. airlines, car rental agencies, fixed base operators, and other concessionaires). The division is also developing the airport Business Park.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Operate and maintain the airport in a safe and efficient manner. Administer all programs as required by federal, state and local regulations with an ever-increasing demand for safety/security and protection of the environment:
- ❖ Completed annual Federal Airport Inspection with no violations. This Division won the Public Works Department Safety Division of the Year Award for the second year in a row.
- ❖ Make necessary capital improvements in order to comply with federal requirements and to accommodate increased demand by the flying public: Completed \$9 million of taxiway and runway safety area improvements to meet FAA standards.
- ❖ Improve productivity and increase revenue in order to lessen subsidy from the general fund: New leases with Guardian Air Medical, Federal Aviation Administration, Transportation Security Administration, and restaurant will generate approximately 10% new revenues.
- ❖ Increase the availability of scheduled, as well as on-demand air service, with increased enplanements: Worked with America West Express to improve fares and promote service resulting in an 18% increase in passengers for the year.
- ❖ Develop new business opportunities in the Airport Business Park: Signed lease with Pulliam LLC II for development of their second 28,000 sq. ft. office building.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Initiated development of a new Airport Master Plan and FAR Part 150 Noise Impact Study.
- ❖ Began construction of additional aircraft hangar and shade hangar buildings.
- ❖ Completed construction of \$9 million in taxiway reconstruction and safety area rehabilitation on time and within budget to meet FAA standards.
- ❖ Initiated development of a new airport master plan and FAA Part 150 noise impact study.
- ❖ Facilitated start up operations of local Transportation Security Administration for 100% baggage screening and leased 1000 sq. ft. of terminal space for their offices.
- ❖ Began construction of additional aircraft storage hangars and shade hangars.
- ❖ Completed new ground lease with Pulliam LLC II for construction of phase 2 development.

FY04 GOALS AND OBJECTIVES

GOAL: CAPITAL IMPROVEMENTS

OBJECTIVES:

- ❖ Complete construction of additional hangars and shade hangars for aircraft storage.
- ❖ Complete new Airport Master Plan and FAR Part 150 Noise Impact Study.

GOAL: FISCAL HEALTH

OBJECTIVES:

- ❖ Continue to develop public/private partnerships with airport tenants. Continue discussions with several prospects to develop additional business leases on the Airport and Airpark.
- ❖ Secure FAA and ADOT grants for design and construction of runway extension and fire station construction and acquisition of new fire equipment.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
All aircraft Rescue and Firefighting (ARFF) and medical responses made in less than three minutes	100%	100%	100%
Snow and ice control operations are initiated and the airfield is open by 07:00	99%	99%	100%
All airfield facilities and equipment repairs are commenced within 24 hours of notification	100%	100%	100%
Show increase in revenues	2.26%	-2%	+9%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 405,093	\$ 489,198	\$ 470,348	\$ 527,672	\$ 38,474
CONTRACTUAL	252,968	238,922	244,038	254,295	15,373
COMMODITIES	88,003	85,898	113,674	92,306	6,408
CAPITAL	91,838	536,265	338,700	1,102,138	565,873
TOTAL	\$ 837,902	\$ 1,350,283	\$ 1,166,760	\$ 1,976,411	\$ 626,128
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 364,914	\$ 387,704	\$ 362,037	\$ 477,302	\$ 89,598
SAFETY AND SECURITY	75,990	81,735	82,829	1,030,689	948,954
SNOW CONTROL	34,916	258,666	286,784	67,569	(191,097)
MAINT BLDGS AND GROUNDS	282,152	329,998	348,325	317,252	(12,746)
MAINT RUNWAY & TAXIWAY	79,930	69,853	86,785	83,599	13,746
PVMNT MAINT-WEST TAXIWAY	-	222,327	-	-	(222,327)
TOTAL	\$ 837,902	\$ 1,350,283	\$ 1,166,760	\$ 1,976,411	\$ 626,128
SOURCE OF FUNDING:					
AIRPORT FUND				\$ 1,976,411	
				\$ 1,976,411	

COMMENTARY:
 The Airport operating budget has increased 7% and capital expenditures total \$1,102,138 resulting in an overall net increase of 46%. Personal Services increases are due employee merits, retirement contributions, insurance costs, and internal labor for pavement marking. Contractuals and commodities increases are for Stormwater fees, biodiesel, and custodial services. Onetime expenditures for this division is \$9,000 for carryover of economic development/marketing of the Airpark. Major capital (>\$10,000) includes \$34,639 for lease payments, \$104,949 for loan payments, \$18,000 for a replacement sedan, and \$944,550 for an aircraft rescue/firefighting vehicle. The aircraft rescue/firefighting vehicle is grant funded.

MISSION

The Environmental Services division is comprised of a valuable team of professionals committed to working together to provide the citizens of Flagstaff the best refuse and recycling service; a forward thinking and community based conservation program; and an Environmental Management and Landfill program that exceeds all Federal and industry standards.

PROGRAM DESCRIPTION

The Environmental Services Division provides the citizens of Flagstaff the best refuse and recycling service; a progressive, community-based conservation program, and an Environmental Management and Landfill program that strive to be models in the industry. We accomplish our goals through a team of professional committed to collaboration, excellent customer service, and the value of our community's quality of life.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Improve the collection program safety record through the development of a mandatory employee safety-training program for each type of equipment. Complete. Training program is in place. Accidents reduced by 50%.
- ❖ Through ADEQ funding: Implement a year round, permanent Household Hazardous Waste Program at the Cinder Lake Landfill. Complete.
- ❖ HHPCC Facility completed in October: In full operation.
- ❖ Ensure citywide compliance with environmental regulations.
- ❖ Support and expand the community-wide Recycling Program by increasing business participation and implementing customer-friendly collection programs. Completed. Business participation by seven accounts.
- ❖ Initiate and maintain comprehensive environmental advisory teams that will provide the City with environmentally sound operating options through a review of the current city purchasing and operations policies. The Environmental Advisory Team has been formed and is meeting on a regular basis.
- ❖ Heighten community awareness of litter within our community through a specialized anti-litter company.
- ❖ Establish a new and inexpensive source of labor for clean up of illegal dumpsites and special areas.

- ❖ Operate the landfill in full compliance with state and federal regulations and utilize best management practices for daily operations by:
 - Monitoring and tracking the volume of dirt being used daily to cover refuse. Complete
 - Minimize the amount of litter leaving the facility boundaries in accordance with forest service litter plan. Phase I of Wind Blown Litter Fence is under construction.
 - Fully implement the Stormwater Management Plan. Phase I implementation is in affect. Stormwater controls under construction.
- ❖ Assuring full compliance with special waste regulations while providing excellent customer service for special requests. Complete. Special waste acceptance procedures are in place. Completed four special projects: 3 for BNSF and 1 for Navajo Army Depot.
- ❖ Excel at customer service through the provision of once per week container collection. Complete.
- ❖ Respond to all customers inquires within 24 hours.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Towed 127 junked or abandoned vehicles from private properties
- ❖ Distributed 112 refurbished bikes to needy community members through Bicycle Recycle Program.
- ❖ Increased residential recycle rate by 2%.
- ❖ Delivered 589 trash and recycle bins to new residential customers.
- ❖ All environmental services drivers were certified in CPR.
- ❖ Roll Off Program serviced 2,911 roll of boxes, increase of 730 over last year.
- ❖ Opened the new Household Hazardous Products Collection Center.
- ❖ Conducted audit of all commercial customer accounts.

FY04 GOALS AND OBJECTIVES

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVE:

- ❖ Expand Safety Training Program to cover all operational programs.

GOAL: QUALITY OF LIFE

OBJECTIVES:

- ❖ Ensure citywide compliance with environmental regulations.
- ❖ Expand the Household Hazardous Waste Collection Program to include electronics recycling.

- ❖ Operate the landfill in full compliance with state and federal regulations and utilize best management practices for daily operations.
 - Complete Phase I of Wind Blown Litter Fence.
 - Complete installation of Phase I Stormwater Controls.
 - Assure full compliance with Special Waste program and Regulatory compliance Program.

- ❖ Continue efforts with Environmental Advisory Team, establishing clear direction for sound operation options.

GOAL: CUSTOMER SERVICE

OBJECTIVE:

- ❖ Excel at customer service through the provision of once-per-week container collection.
- ❖ Respond to all customer inquiries within 24 hours.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Household hazardous waste center operational	NA	9/1/02	Complete
Operate household hazardous waste facility with zero accidents	NA	0	0
Divert to recycling 50% of the hazardous waste received	NA	6/30/03	Ongoing
Return all phone calls/respond to requests from citizens for environmental management information within 24 hours	NA	100%	100%
Respond to asbestos and indoor air quality information requests from City personnel within 24 hours. Where additional research is necessary, respond with answers within three days	NA	100%	100%
Complete Phase I environmental site assessment requests in six weeks or less	NA	100%	100%
Increase the number of business recycling at 10% by 6/30/03	NA	10%	7%
Increase the volume of glass being recycled by 25% by 6/30/03	NA	25%	Ongoing
Increase the amount of green-waste diverted by 20%	NA	20%	22%
Complete department audits and have initial report providing suggested direction to top staff	NA	6/30/03	Ongoing
Create a partnership with Coconino County Jail for clean-up crews of illegal dump sites and littered areas	NA	10/31/02	Oh Hold
Reduce accidents in the collection program by 25%	39%	20%	50%
Provide once per week container collection	100%	100%	100%
Respond to all customer inquiries within 24 hours	98%	100%	100%
Provide cross training to 25% of division Equipment Operators	NA	6/30/03	Ongoing
New employees or employees changing type of equipment will undergo complete training within 60 days of assignment and pass training test	NA	100%	100%
Maximize use of alternative daily cover; limit use of dirt to 80cy per day	NA	100%	90%
Develop system for monitoring the effectiveness of new wind blown litter fences and a play for daily placement	NA	10/31/02	Ongoing
Respond to customer requests for asbestos disposal within 24 hours and within 48 hours for wastes requiring lab analysis	NA	100%	100%

PUBLIC WORKS

DIVISION 41

ENVIRONMENTAL SERVICES

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 2,147,339	\$ 2,369,041	\$ 2,390,364	\$ 2,659,832	\$ 290,791
CONTRACTUAL	2,374,893	1,934,265	2,095,022	2,343,722	409,457
COMMODITIES	718,352	762,588	775,430	841,994	79,406
CAPITAL	449,663	2,056,028	1,258,579	2,276,000	219,972
TOTAL	\$ 5,690,247	\$ 7,121,922	\$ 6,519,395	\$ 8,121,548	\$ 999,626
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 302,126	\$ 416,925	\$ 420,385	\$ 402,990	\$ (13,935)
RESIDENTIAL COLLECTION	1,183,524	1,252,670	1,427,487	1,511,968	259,298
COMMERCIAL COLLECTION	1,098,509	1,360,642	1,523,832	1,182,968	(177,674)
SANITARY LANDFILL	1,304,629	1,916,577	1,421,470	2,219,760	303,183
BIN MAINT-RESIDENTIAL	30,785	47,944	30,154	46,906	(1,038)
BIN MAINT-COMMERCIAL	56,771	72,918	48,541	67,975	(4,943)
HOIST & HAUL	183,981	333,101	305,083	371,854	38,753
RECYCLING-LANDFILL	46,766	90,776	82,195	96,021	5,245
HOUSEHOLD HAZ WASTE COLL	65,363	85,836	106,579	125,064	39,228
RECYCLING - CURBSIDE COLL	392,680	789,442	430,506	1,046,568	257,126
INERT MATERIAL LANDFILL	99,110	93,922	89,522	80,033	(13,889)
COMMERCIAL RECYCLING	254,131	376,984	300,484	590,554	213,570
CONSERVATION EDUCATION	35,216	53,441	51,731	73,537	20,096
CLEAN & GREEN	43,968	-	5,305	-	-
ENVIRONMENTAL MANAGEMENT	130,066	158,940	123,886	226,247	67,307
ENVIRONMENTAL CODE ENFORC	68,556	63,459	61,700	65,593	2,134
COMMERCIAL SALES	(370)	8,345	4,388	13,510	5,165
COUNTY COMMERCIAL REFUSE	18,018	-	10,038	-	-
COUNTY COMMERCIAL RECYCL	1,986	-	1,342	-	-
COUNTY - HOIST AND HAUL	293	-	409	-	-
LANDFILL SITE IMPROVEMENT	134,369	-	-	-	-
HH HAZARDOUS WASTE BUILD	239,770	-	68,855	-	-
MRF ENTRY IMPROVEMENTS	-	-	5,503	-	-
TOTAL	\$ 5,690,247	\$ 7,121,922	\$ 6,519,395	\$ 8,121,548	\$ 999,626
SOURCE OF FUNDING:					
ENVIRONMENTAL SERVICES FUND				\$ 8,121,548	
				\$ 8,121,548	
COMMENTARY:					
<p>The Environmental Services operating budget has increased 15% and capital expenditures total \$2,276,000 resulting in an overall net increase of 14%. Personal Services increases are due to employee merit, retirement contributions and health insurance increases. Contractual increases are due to expected increase in utilities, Shop labor charge-outs, the reclassification of a capital line item for consultant fees, and reflects the adjustment to better represent actual tonnage estimate. Commodity increases are due to fuel usage, bio-diesel, and Fleet charge-outs. Major capital (>\$10,000) includes capital equipment, MRF entry site project, as well as capital improvements ongoing at the Landfill. Refer to Schedules 8 and 9 for a detailed listing.</p>					

UTILITIES

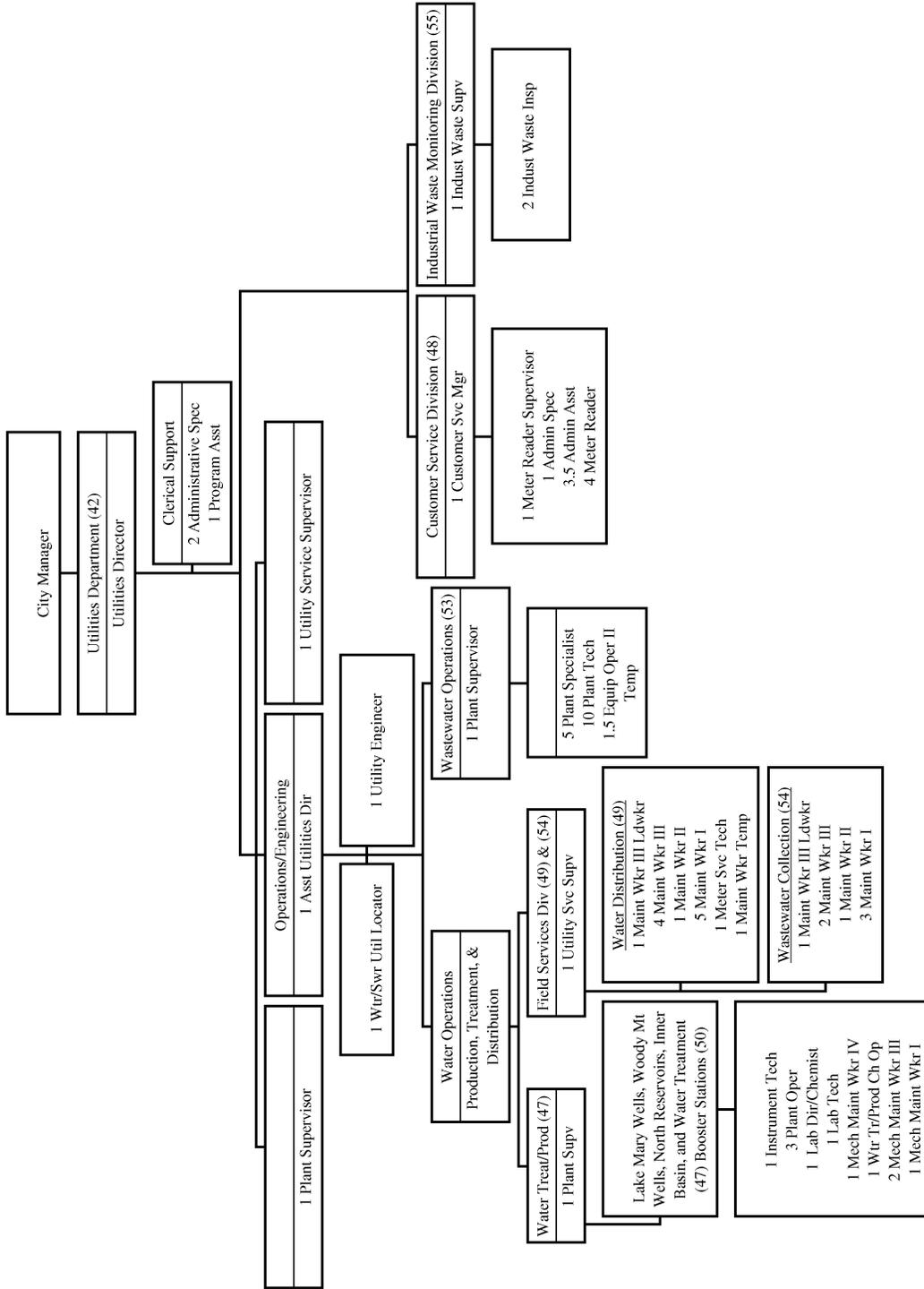
UTILITIES DEPARTMENT MISSION

The mission of the **Utilities Department** is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers.

We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations.

We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Utilities



MISSION

The mission of the Utilities Department is to professionally and cost effectively provide water and wastewater services that meet the present and future environmental, health, and safety needs of the community and our co-workers. We are committed to a goal of 100% customer satisfaction. This will be achieved by a dedication to exceed customer expectations by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

This mission statement is applicable to all Utility divisions and will not be repeated at the beginning of each divisional section.

PROGRAM DESCRIPTION

Coordinates activities of the Utilities Department. Administers the department safety program, water conservation program, Water Commission activities, City Change Order Committee, and acts as Forest Service liaison. Assesses Utilities capital improvements needs, prioritizes needs, and provides engineering services for capital improvement projects. Administers water and sewer computer modeling activities for the City and new developments. Provides Blue Stake locating services in customer, staff, and City Council inquiries and follows up on complaints. Provides permit administration for NPDES, APP, Reuse, and other permits as required. Reviews new developments and represents the department on a multitude of various committees. Provides all clerical services for the department.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Respond to customer, staff, and Council inquiries in a professional manner. All inquiries were handled professionally and in a timely manner.
- ❖ Maintain compliance with Federal and State regulations: Compliance with Federal and State regulation maintained, with minor exceptions.
- ❖ Maintain compliance with City mandates: Compliance with City mandates maintained.
- ❖ Maintain adequate water and sewer capacity for the City's needs: Adequate water and sewer capacity maintained for City needs.
- ❖ Meet deadlines mandated by the City Manager and Council: Deadlines as mandated by the City Manager and/or Council were met.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Updated 10-year Capital Improvement Program for the Utilities Department.
- ❖ Equipped two new water wells.
- ❖ Completed construction of Lake Mary Water Treatment Plant addition.
- ❖ Developed a policy for the use of reclaimed water.
- ❖ Completed customer service survey.
- ❖ Developed a new water conservation ordinance.

FY04 GOALS AND OBJECTIVES

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Insure adequate water and wastewater capacity to meet future City demand as measured by the ratio of projects completed to projects planned per year.

GOAL: FISCAL HEALTH

OBJECTIVES:

- ❖ Provide for an equitable rate structure as measured by the departmental operating efficiency ratio (total operating costs divided by total customers).

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue improvement of customer service satisfaction through the utilization of a customer service survey.

UTILITIES

DIVISION 42

ADMINISTRATION

PERFORMANCE INDICATORS	FY01	FY02 (EST)	CY03 OR FY03 (EST)
Number of water and sewer impact studies done for private development	9	7	4
CIP expenditures verses budget	48%	60%	80%
O&M expenditures verses budget	90%	90%	90%
Number of water and sewer projects administered	14	18	21
Departmental operating efficiency ratio (total O&M/total population)	NA	NA	\$152
Ratio of projects completed per year to projects budgeted per year	NA	NA	75%
Bill stuffer survey (Positive customer service responses/total responses)	NA	NA	85%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 453,296	\$ 490,986	\$ 512,137	\$ 739,744	\$ 248,758
CONTRACTUAL	119,952	301,408	160,701	354,013	52,605
COMMODITIES	29,416	30,990	29,627	54,140	23,150
CAPITAL	3,958	-	10,000	10,000	10,000
TOTAL	\$ 606,622	\$ 823,384	\$ 712,465	\$ 1,157,897	\$ 334,513
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 367,602	\$ 565,875	\$ 441,007	\$ 705,757	\$ 139,882
CITY WTR SYSTEM ANALYSIS	6,000	6,000	6,000	10,000	4,000
FIXED ASSET INVENTORY	6,607	3,078	10,178	12,455	9,377
CITY SWR SYSTEM ANALYSIS	5,018	5,000	5,001	5,000	-
ENGINEERING	197,272	215,730	215,541	317,379	101,649
BLUE STAKE	(4,616)	(3,099)	(2,553)	(4,249)	(1,150)
WATER CONSERVATION	28,739	30,800	27,291	101,555	70,755
WILDLIFE VIEWING AREA	-	-	10,000	10,000	10,000
TOTAL	\$ 606,622	\$ 823,384	\$ 712,465	\$ 1,157,897	\$ 334,513
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 1,157,897	
				\$ 1,157,897	

COMMENTARY:
 The Utilities Administration operating budget has increased 39% and capital expenditures total \$10,000 for a net increase of 40%. Personal Services increases are due to three new positions, employee merits, retirement contributions, and insurance costs. Contractuals and Commodities increases are due to consultant fees, customer survey, gas, copies, promotional materials, and software. One-time expenditures for this division are \$60,600 for consultant fees, \$850 for promotional materials related to a bond program, and \$4,000 for Water Gems software. Capital is \$10,000 for the construction of a wildlife viewing area along the Rio de

PROGRAM DESCRIPTION

The Lake Mary Water Treatment Plant provides convention surface water treatment for waters from Upper Lake Mary. Staff is also responsible for the operations of other production facilities including Lake Mary Wellfield, Woody Mountain Wellfield, the Inner Basin wells and springs, the Reservoir Filtration Plant, local wells, and several tanks/booster stations (Division 50). The analytical laboratory is state certified. The lab provides analysis for: process control, metals and microbiological contaminants from the City’s potable water system.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Economically provide water that meets Safe Drinking Water Act requirements to the citizens of Flagstaff: New filter building anticipated to be on-line Spring 2003.
- ❖ Make the public aware of production techniques through education programs and demonstrations.
- ❖ Manage the quantity of water from various sources to provide adequate flows for domestic usage and fire protection. Water supplied adequately with heavy operation of well fields due to scarce surface water supply. Shop well anticipated being on-line June 2003.
- ❖ Enhance water system security: Vulnerability assessment bid awarded to Tetra Tech.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Extensive maintenance of Lake Mary Wells to ensure operation.
- ❖ Reservoir filtration plant roof design completed.
- ❖ Woody Mountain #9 is changed from line shaft to submersible.
- ❖ Woody Mountain #2 is re-equipped.

FY04 GOALS AND OBJECTIVES

GOAL: PUBLIC SAFETY

OBJECTIVES:

- ❖ Continue improvement of community water system security.
- ❖ Complete vulnerability assessment.

GOAL: QUALITY OF LIFE

OBJECTIVES:

- ❖ Economically provide water that meets Safe Drinking Water Act requirements to the citizens of Flagstaff.

UTILITIES

DIVISION 47

**LAKE MARY
WATER TREATMENT PLANT**

PERFORMANCE INDICATORS	CY1	CY02	CY03 OR FY04 (EST)
Number of gallons of water produced (millions)	2,869	2857	3,000
Cost per thousand gallons of treated water	\$1.00	\$1.07	\$1.00
Number of Safe Drinking Water Act Violations	-0-	2-	-0-
Number of water tests performed	956	1118	1150
Number of water quality complaints	14	3	10

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 577,075	\$ 664,327	\$ 628,207	\$ 689,888	\$ 25,561
CONTRACTUAL	1,572,422	1,764,475	1,909,807	1,970,414	205,939
COMMODITIES	201,618	254,116	222,397	288,419	34,303
CAPITAL	725,587	568,700	484,417	619,600	50,900
TOTAL	\$ 3,076,702	\$ 3,251,618	\$ 3,244,828	\$ 3,568,321	\$ 316,703
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 394,199	\$ 470,864	\$ 440,629	\$ 485,397	\$ 14,533
WATER TREATMENT OPERATION	280,162	310,647	271,652	306,069	(4,578)
CHEMICAL ANALYSIS	171,018	171,272	171,800	182,983	11,711
BLDGS & GROUNDS MAINT	52,064	98,149	73,361	70,291	(27,858)
EQUIPMENT MAINTENANCE	169,353	148,445	149,083	110,636	(37,809)
USFS LAKE MARY CONTRACT	8,860	8,860	17,720	8,860	-
UPPER LAKE MARY DAM IMP	31	21,000	2,371	21,000	-
SEDMNTION BASIN MODS (90)	5,745	15,000	15,000	15,000	-
SCADA TRACKING	10,280	28,850	22,350	38,850	10,000
FOXGLEN WELL	77,149	76,053	81,537	-	(76,053)
CONTINENTAL WELL	63,743	76,053	76,509	-	(76,053)
LOCAL WELLS	183,870	50,000	-	375,748	325,748
FUTURE PROG	268,053	-	-	-	-
LAKE MARY WELLFIELDS	443,730	605,705	615,355	647,050	41,345
WOODY MOUNTAIN WELLFIELD	747,990	936,678	1,044,035	1,039,073	102,395
NORTH RESERVOIRS	103,542	35,665	78,885	52,030	16,365
INNER BASIN DEVELOPMENT	71,913	76,215	61,754	85,952	9,737
INNER BASIN PIPELINE	25,000	122,162	122,787	129,382	7,220
TOTAL	\$ 3,076,702	\$ 3,251,618	\$ 3,244,828	\$ 3,568,321	\$ 316,703
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 3,568,321	
				\$ 3,568,321	

COMMENTARY:
 The Lake Mary Water Treatment Plant operating budget has increased 9% and capital expenditures total \$619,600 resulting in an overall net increase of 9%. Personal Services increases are due to employee merits, retirement contributions, and insurance costs. Contractuals increases are primarily due to power for use of new town wells and increased use of the Woody Mountain Wellfield. Other increases are for consulting, advertising, postage, registration, and maintenance. Commodities increases are due to safety supplies, cylinder deposits, gas, small tools, new well operations, and various equipment. One-time expenditures for this division are \$1,200 for an emergency escape pack, \$5,000 for a consultant to design basin pump over system, \$3,100 for a portable water sampling kit, \$12,000 for security sky lights, \$3,000 for a portable welding unit, and \$9,400 for two activators. Major capital (>\$10,000) includes \$400,000 for annual well maintenance, \$20,000 for dam improvements, \$16,000 for basin pump system, \$48,500 for a generator, \$10,000 for SCADA UPS unit, \$129,382 for Inner Basin pipe replacement, and \$20,000 for the land acquisition.

PROGRAM DESCRIPTION

Customer Service is responsible for meter reading, water and sewer billing, and collection of delinquent accounts including the disconnection and lock off of water service for unpaid billings and non-sufficient fund checks for the Utilities Department. Unusually high or low water consumption is investigated and inactive meters are monitored for possible consumption. This division is also responsible for cashing operations for most City departments and for the calculation and collection of utility system fees for all new or added construction.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Provide quality customer service: Continued to research available software programs for use with Internet information, interactive voice, and credit card acceptance.
- ❖ Minimize delinquent accounts: Delinquency notices/turnoffs minimized by sending on time delinquency notices and performing follow-up turn offs.
- ❖ Send out timely and accurate utility and system fee billings: Initiated program to convert to radio read meters.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Began transmitting bank draft and Cycle Bill data directly to bank and bill processor.
- ❖ Received and trained on new Version 6.1 of H.T.E. Customer Information System software.

FY04 GOALS AND OBJECTIVES**GOAL: CUSTOMER SERVICE****OBJECTIVE:**

- ❖ Through technology offer easier access to information and bill payment.
- ❖ Realize sufficient staffing and ongoing training to Customer Service Representatives in technology and Customer Handling.
- ❖ Send out timely and accurate utility and system fee billings.
- ❖ Minimize estimates by efficient meter reading and the addition of automated meter radio reads.
- ❖ Continue scrutiny of exceptions; utilization of technology to spot problems.

GOAL: FISCAL HEALTH**OBJECTIVES:**

- ❖ Minimize delinquent accounts by sending on-time delinquency notices and performing follow-up turn-offs.
- ❖ Continue program of billing extra deposits to frequent cut-off list accounts reducing write offs.

UTILITIES

DIVISION 48

CUSTOMER SERVICE

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Total billed including water/wastewater/other	\$22.6 million	\$23.2 million	\$22.5 Million
Meter Reader Efficiency - impact of applied technologies (meters read per Reader per Quarter)	14,228	17,022	17,500
Division Efficiency (Division Base Cost/Meters Read)	\$3.36	\$3.05	\$3.04
Total System and Capacity Fees, Taps, Etc. collected	\$1.4 million	\$2.1 million	\$2.2 Million
Collections Activity - Percent of Delinquent Accounts (Delinquent Accounts/Total Accounts)	3.8%	4.7%	4.8%
Percent of Estimated Reads	11.78%	0.20%	2.00%

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 390,063	\$ 450,198	\$ 445,006	\$ 465,310	\$ 15,112
CONTRACTUAL	109,308	126,950	127,533	172,500	45,550
COMMODITIES	26,709	31,970	31,947	61,430	29,460
CAPITAL	18,011	36,330	36,330	-	(36,330)
TOTAL	\$ 544,091	\$ 645,448	\$ 640,816	\$ 699,240	\$ 53,792
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 101,728	\$ 101,298	\$ 96,649	\$ 178,082	\$ 76,784
FIELD READING	151,824	208,049	208,066	178,997	(29,052)
COLLECTION	51,635	52,751	52,751	58,325	5,574
CUSTOMER SERVICE	238,904	283,350	283,350	283,836	486
TOTAL	\$ 544,091	\$ 645,448	\$ 640,816	\$ 699,240	\$ 53,792
SOURCE OF FUNDING:					
GENERAL FUND				\$ 15,588	
LIBRARY FUND				1,023	
HIGHWAY USER REVENUE FUND				3,749	
WATER AND WASTEWATER FUND				609,577	
AIRPORT FUND				1,037	
ENVIRONMENTAL SERVICES FUND				68,266	
				\$ 699,240	

COMMENTARY:

The Customer Service operating budget has increased 14% and there are no capital expenditures. Personal Services increases are due to employee merits, retirement contributions, insurance cost, and overtime. Contractuals increases are due to printing and mailing because of an increased customer base, maintenance of HTE programs, maintenance on credit card program, credit card transaction fees, and postage. Commodities increases are due to purchase of a laptop and software for credit cards. One-time expenditures for this division are \$2,500 for a laptop and \$27,500 for software.

PROGRAM DESCRIPTION

The Water Distribution system operators safely and efficiently operate, maintain and repair all water distribution lines, fire hydrants, pressure reducing stations and meters, supplying each customer with a sufficient volume of water at adequate pressures, throughout our varying elevations and pressure zones.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ A commitment to 100% customer satisfaction: Received several letters complimenting our crews on the way customer complaints were handled.
- ❖ Maintain water pressures throughout our service area within American Water Works Association (AWWA) guidelines: Immediate response to our customers' pressure problems, minimizing complaints and safety concerns.
- ❖ Repair water main breaks in a timely manner, working continuously until service has been restored: Customer service disruption has been minimized.
- ❖ Maintain all fire hydrants at operational levels, with minimal downtime for repairs: Hydrants are checked yearly and repaired as necessary, assuring maximum fire protection.
- ❖ Set meters in a timely manner for contractors, developers and homeowners: Meters are paid for and installed within ten working days.
- ❖ Ensure water meters are accurately recording customers' usage within AWWA guidelines: Meters are tested, repaired or replaced on a regular basis to ensure accuracy.
- ❖ Reduce accidents and maintain high safety standards: Weekly tailgate safety talks and an increase in safety training has reduced the number and severity of our accidents.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Butler "X" Interchange Project: Worked with engineers, contractors and customers, coordinating a wide variety of projects including: Valve installations, realignments, shutdowns, turn-ons, mainline flushing and emergency repairs to our 24", 16" and 8" waterlines.
- ❖ Continental Sports Park Complex: Installation of a reclaim meter, meter vault and related electrical lines and conduits. Reducing potable water usage at this park by over two and a half million gallons per year.
- ❖ Radio Read Meters: Installation of an additional, one thousand radio-read meters in selected subdivisions. Enhancing customer service, by

providing a safe, estimate free billing process, while increasing our overall efficiency and lowering operating costs.

- ❖ Pine Canyon Subdivision: Worked with private and public engineers, contractors and customers, coordinating a wide variety of projects including: 2-24" valve installations, realignments, shutdowns, turn-ons, mainline flushing and repairs to our 27" water transmission main.
- ❖ Reclaim Fire Hydrant Installations: Installation of two reclaim fire hydrants at specific locations around town. Reducing valuable potable water usage, while making the load-out areas more accessible to our customers.
- ❖ Distribution Operator Certifications: 100% successful completion by division personnel of an Arizona Department of Environmental Quality Operator training, testing and certification program. Ensuring our customers of clean pleasant tasting drinking water at adequate pressures throughout our distribution system.

FY04 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ A commitment to 100% customer satisfaction.
- ❖ Set meters in a timely manner for contractors, developers, and homeowners.

GOAL: FISCAL HEALTH

OBJECTIVE:

- ❖ Target zero accidents annually.

GOAL: PLANNING FOR GROWTH

OBJECTIVE:

- ❖ Maintain water pressures throughout our service area within American Water Works Association (AWWA) guidelines.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVE:

- ❖ Develop multi-skilled workforce.

UTILITIES

DIVISION 49

WATER DISTRIBUTION SERVICES

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Number of complaints and responses	271	207	240
Number of meter replacements and repairs	612	655	650
Number of work orders completed	2,315	3,685	3,000
Cost per service/water distribution system	\$11.52	\$13.57	\$13.00

EXPENDITURES BY CATEGORY:	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 638,431	\$ 686,818	\$ 692,634	\$ 718,193	\$ 31,375
CONTRACTUAL	44,304	52,282	58,938	52,362	80
COMMODITIES	107,804	140,269	133,682	143,036	2,767
CAPITAL	144,853	91,000	85,293	91,000	-
TOTAL	\$ 935,392	\$ 970,369	\$ 970,547	\$ 1,004,591	\$ 34,222

EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 120,537	\$ 168,323	\$ 139,972	\$ 178,633	\$ 10,310
WATER SYS MAINT-OPERATION	203,908	142,689	145,053	139,042	(3,647)
MAIN & SERVICE LINE REPAIR	193,433	202,259	237,587	209,218	6,959
MAIN EXT-FIRE HYDR/VALVE	56,614	56,065	66,220	58,190	2,125
VALVE & FIRE HYDR MAINT	116,297	116,352	120,077	120,090	3,738
METER INSTALLATION	162,935	202,561	175,448	209,298	6,737
METER REPAIR & TESTING	81,668	82,120	86,190	90,120	8,000
TOTAL	\$ 935,392	\$ 970,369	\$ 970,547	\$ 1,004,591	\$ 34,222

SOURCE OF FUNDING:		
WATER AND WASTEWATER FUND		\$ 1,004,591
		\$ 1,004,591

COMMENTARY:
 The Water Distribution operating budget has increased 3% and capital expenditures total \$91,000 resulting in an overall net increase of 3%. Personal Services increases are due to employee merits, retirement contribution, and insurance costs. Contractual increases are due to stormwater fees. Commodities increases are due to gas, vehicle maintenance, and one-time purchases of equipment. One-time expenditures for this division are \$800 for a hand-held radio replacement and \$4,900 for a hydraulic valve operator. Major capital (>\$10,000) includes \$79,000 for water meters, vaults, and related items.

UTILITIES

DIVISION 50

BOOSTER STATIONS

PROGRAM DESCRIPTION

Provides for the operation and maintenance of booster stations providing domestic and fire service outside of the normal pressure zones of the water distribution system.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Installed manufactured Amberwood Booster Station
- ❖ Placed solar panel and RTU at Christmas Tree Reservoir for accurate level measurement.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Pump impellers trimmed at Railroad Springs Booster Station.
- ❖ Access ladder and cable reconstructed for adequate security.

FY04 GOALS AND OBJECTIVES

GOAL: CAPITAL IMPROVEMENTS

OBJECTIVE:

- ❖ Make booster stations positive visual assets to the community.

PERFORMANCE INDICATORS

See Division 47.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 21,728	\$ 39,208	\$ 22,561	\$ 23,795	\$ (15,413)
CONTRACTUAL	20,256	22,650	21,150	26,150	3,500
COMMODITIES	1,206	3,150	3,212	3,150	-
CAPITAL	2,159	-	-	-	-
TOTAL	\$ 45,349	\$ 65,008	\$ 46,923	\$ 53,095	\$ (11,913)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 24,728	\$ 46,208	\$ 29,618	\$ 30,795	\$ (15,413)
ZONE A	2,159	350	461	350	-
KINLANI	1,241	1,850	1,850	1,850	-
UNIVERSITY HIGHLANDS #1	4,803	1,300	1,300	1,300	-
AIRPORT BOOSTER	40	1,100	2,600	2,600	1,500
AMBERWOOD BOOSTER	-	3,150	-	3,150	-
RAILROAD SPRINGS BOOSTER	12,378	11,050	11,094	13,050	2,000
TOTAL	\$ 45,349	\$ 65,008	\$ 46,923	\$ 53,095	\$ (11,913)
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 53,095	
				\$ 53,095	
COMMENTARY:					
The Booster Station operating budget has decreased 19% and there are no capital expenditures. Personal Services decreases are due to less hours being charged for maintenance of the Booster Stations. Contractual increases are due to power cost at the Airport and Rail Road Springs booster stations.					

PROGRAM DESCRIPTON

Divisions 53 and 56 have been combined into Division 53 for FY 2004.

The Wildcat Hill Wastewater Plant is a 6 million gallon-per-day advanced treatment facility. This program is responsible for the day-to-day operation and maintenance, as well as the pumping of treated wastewater to the Fairfield golf courses and contractors. The plant operates a State-certified laboratory, which performs the majority of the required routine lab analysis.

The Rio de Flag Water Reclamation Facility processes wastewater flow from the western half of the city and reclaims the water for a variety of non-potable uses, principally landscape irrigation. Water not used for irrigation is released to the Rio de Flag wash for riparian enhancement. The automated treatment facility uses advanced technology to produce non-potable water that is certified Grade A+ by the State of Arizona. The program monitors quality control of product water and downstream water quality. Staff is also responsible for pumping the water into the citywide distribution system and maintaining the reclaimed water storage facilities at Buffalo Park.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Provide wastewater treatment and reclaimed water that meets or exceeds all state and federal permit requirements: All requirements met.
- ❖ Maintain State Certified Laboratory Standard; all standards met.
- ❖ Treat all wastewater to NPDES Permit requirements: All requirements met.
- ❖ Encourage use of reclaimed wastewater by Fairfield golf courses and contractors. Golf course and contractors are using reclaimed water.
- ❖ Minimize treatment cost per unit of treated wastewater: Ongoing effort to be accomplished through the continued cross training of staff between the Rio and Wildcat Hill facilities.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Installed new de-watering device.
- ❖ Completed implementation of multi-skilled worker and specialist compensation program.
- ❖ Changed operation of Bio-Filters. Now running on one Bio-Filter instead of two for six months of the year. This will reduce equipment wear and tear and improve the final effluent.

- ❖ Continued to improve combining the work force and team concept between Rio and Wildcat Hill staff.
- ❖ Waukesha top-end rebuild, including piston and ring replacement.
- ❖ Installed 24-hour load out station for reclaimed water (Hydrant location outside of plant site).
- ❖ Re-vamp and upgrade of Otox gas monitoring system. Complete.
- ❖ Reduced staffing at the Rio Plant by one full-time employee.
- ❖ Added chemical addition facilities for secondary clarification to maintain ADEQ A+ reclaim water rating. Facility is fully functional and tested, would be used in emergency manner only.
- ❖ Implemented an on going cross training program between Wildcat hill and Rio Plant staff.

FY04 GOALS AND OBJECTIVES

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Encourage use of reclaimed water.
- ❖ Minimize treatment cost per unit of treated wastewater.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Integrate operations and management with the Rio de Flag Water Reclamation Plant.
- ❖ Institute skill-based pay.
- ❖ Develop multi-skilled workforce.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Provide a commitment to 100% customer satisfaction.

UTILITIES

DIVISION 53

**WASTEWATER
TREATMENT PLANTS**

PERFORMANCE INDICATORS (Wildcat Hill WWTP)	CY01	CY02	CY03 OR FY04 (EST)
Gallons of influent treated (billions)	1.5705	1.5304	1.6
Gallons of septage treated (millions)	0.8786	1.2106	1.3
Gallons of reclaimed water sold (millions)	341.741	401.67	402
Gallons of grease treated (thousands)	125.232	245.645	250
Gallons of commercial interceptor sludge (thousands)	35.875	35.85	36
Dry metric tons of solids/sludge injected	1558.9	1294.53	1300
Cost per thousand to treat (influent)	0.91	\$0.95	0.95

PERFORMANCE INDICATORS (Rio de Flag Water Reclaimed Facility)	CY01	CY02	CY03 OR FY04 (EST)
Gallons of wastewater treated (millions)	682.7	675.9	676
Gallons of reclaimed H2O produced (millions)	654.4	646	650
Gallons of reclaimed H2O reused (millions)	102.8	163.1	175
Cost to produce 1,000 gallons reclaimed H2O	\$0.96	\$0.98	\$1.00

UTILITIES

DIVISION 53

**WASTEWATER
TREATMENT PLANTS**

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 877,385	\$ 935,194	\$ 887,343	\$ 913,232	\$ (21,962)
CONTRACTUAL	840,258	942,696	925,278	1,014,932	72,236
COMMODITIES	249,519	336,454	308,454	379,675	43,221
CAPITAL	299,885	138,324	179,975	85,175	(53,149)
TOTAL	\$ 2,267,047	\$ 2,352,668	\$ 2,301,050	\$ 2,393,014	\$ 40,346
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 148,125	\$ 198,532	\$ 172,205	\$ 193,553	\$ (4,979)
WC-PLANT OPERATIONS	473,829	460,551	485,847	509,796	49,245
WC-PLANT MAINTENANCE	654,679	635,678	681,537	638,846	3,168
WC-LAB-PROC CNTRL-MONTR	97,325	111,657	101,224	108,785	(2,872)
WC-SEPTAGE	8,841	10,362	9,642	15,209	4,847
WC-WH RIO MAINTENANCE	1,838	6,175	4,892	7,558	1,383
WC-DRYING BEDS OPERATIONS	-	1,750	1,125	1,847	97
WC-SLUDGE INJECTION	69,090	64,131	64,730	75,811	11,680
RP-PLANT OPERATIONS	405,828	419,478	407,568	479,561	60,083
RP-PLANT MAINTENANCE	291,285	227,890	174,868	143,427	(84,463)
RP-LAB-PROC CNTRL-MONITOR	83,155	90,464	71,412	75,621	(14,843)
RP-RECLAIM CONNECTIONS	33,052	126,000	126,000	143,000	17,000
TOTAL	\$ 2,267,047	\$ 2,352,668	\$ 2,301,050	\$ 2,393,014	\$ 40,346
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 2,393,014	
				\$ 2,393,014	
COMMENTARY:					
<p>For FY 2004, we are combining the operating divisions for Wildcat and Rio de Flag plants. The amounts shown reflect the combination of the two divisions. The Wastewater Treatment operating budget has increased 4% and capital expenditures total \$85,175 resulting in an overall net increase of 2%. Personal Services decreases is due to the elimination of one position offset by increases for employee merits, retirement contributions, insurance costs, and overtime. Contractuals increases are primarily due to utilities, maintenance, rents, reclaim rebates, and carbon replacement. Commodities increases are due to chemicals, vehicle parts, office supplies, safety supplies, and various equipment.</p> <p>One-time expenditures for this division are \$4,000 for stairs, \$5,000 for sludge monitors, \$5,286 for vehicle parts, \$2,500 for a welder replacement, \$25,850 to replace carbon, \$6,614 for a sludge injector hose, \$8,430 for a 10-year land lease, \$4,200 for flame arrestors, \$4,100 for a backwash pump, \$7,309 for sand, \$4,999 for a rotor, \$8,500 for repairs to secondary collection system, and \$29,455 for carryover of TSS probes. Major capital (>\$10,000) includes \$29,300 for an influent flow meter, \$15,000 for phone system, and \$28,500 for blower modifications.</p>					

PROGRAM DESCRIPTION

This program is responsible for the day-to-day maintenance of the wastewater collection system, reclaimed wastewater distribution system, and repair and/or maintenance of damaged pipelines and manholes. Personnel make all taps into City sewers from this program.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Maintain a minimal level of service calls related to City problems: Lower level of service calls maintained at prior year level indicating a trend of better service.
- ❖ Avoid damages to property caused by sewer problems: Have been successful to date.
- ❖ Develop a matrix of worker skills required by level: Continuing effort through EMA process.
- ❖ Develop training plans and criteria for all major equipment: Continuing effort through EMA process.
- ❖ Improve crew “ownership” of operations: Efforts are continuing.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Reclaim Meter Installations: Installation of two reclaim water meters and vaults at the Foxglenn Sports Complex and at Thomas Elementary School Park Project. Reducing potable water usage at these two locations by more than five million gallons per year.
- ❖ Crown Spraying: The Collection Crew was tasked with the treatment of a concrete wastewater interceptor main. Spraying the roof of the concrete pipe with a corrosive inhibiting chemical to prolong the structural integrity of the pipe until it can be replaced. Benefiting the city with a cost and savings benefit of over \$60,000.
- ❖ City Managers Excellence Award: The Wastewater Collection Division was awarded the City Managers Excellence Award for continued customer service.
- ❖ Collection System Operator Certifications: 100% successful completion by division personnel of an Arizona Department of Environmental Quality Operator training, testing and certification program. Ensuring proper installation, operations, maintenance and repairs of the wastewater collection system.

FY04 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Continue the reduction of service calls.

GOAL: ORGANIZATIONAL SUPPORT

OBJECTIVES:

- ❖ Develop a multi-skilled workforce.
- ❖ Develop training plans and criteria for all major equipment.
- ❖ Improve crew “ownership” of operations.

UTILITIES

DIVISION 54

WASTEWATER COLLECTION

PERFORMANCE INDICATORS	CY010	CY02	CY03 OR FY04 (EST)
Miles of sewer cleaned or rodded	193.7	175.4	190
Number of blockages (City responsibility)	39	52	45
Number of feet of sewer televised	71,472	64,705	67,000
O & M cost per service account	\$9.29	\$9.38	\$9.40

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 417,986	\$ 440,656	\$ 455,285	\$ 412,622	\$ (28,034)
CONTRACTUAL	42,372	42,045	40,528	41,550	(495)
COMMODITIES	86,138	99,350	90,679	100,021	671
CAPITAL	53,502	165,000	140,000	275,000	110,000
TOTAL	\$ 599,998	\$ 747,051	\$ 726,492	\$ 829,193	\$ 82,142

EXPENDITURES BY PROGRAM:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
GENERAL ADMINISTRATION	\$ 187,284	\$ 201,494	\$ 181,473	\$ 162,600	\$ (38,894)
SERVICE CONNECTIONS	26,424	17,036	15,743	18,139	1,103
PREVENTIVE MAINTENANCE	222,580	199,149	216,313	460,936	261,787
TV INSPECT & HYDRO-CLEAN	87,799	243,609	228,329	91,226	(152,383)
CORRECTIVE MAINTENANCE	60,438	77,489	76,437	84,225	6,736
RECLAIMED WATER LINE	15,473	8,274	8,197	12,067	3,793
TOTAL	\$ 599,998	\$ 747,051	\$ 726,492	\$ 829,193	\$ 82,142

SOURCE OF FUNDING:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
WATER AND WASTEWATER FUND				\$ 829,193	
				\$ 829,193	

COMMENTARY:
 The Wastewater Collection operating budget has decreased 5% and capital expenditures total \$275,000 resulting in an overall net increase of 10%. Personal Services decrease is due to the transfer of one position to Utilities Administration. This decrease is net of increases for employee merits, retirement contributions, and insurance costs. Commodities increase is due to a one-time expenditure for cell phones. Major capital (>\$10,000) includes \$275,000 for a hydro-vac vehicle.

PROGRAM DESCRIPTION

This division provides monitoring, permitting, and reporting of industrial and commercial wastewater discharges into the City sewer system to assure compliance with Local, State and Federal mandated pre-treatment regulations and to prevent upset at the City's wastewater treatment plants. Other activities include administration of the City's cross-connection control program, STET monitoring, and septage control.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Ensure that the City is in compliance with State and Federal NPDES pre-treatment requirements: All requirements met.
- ❖ Ensure all EPA regulated industries are in compliance with Federal and City discharge limits: Requirements met.
- ❖ Identify unauthorized discharges into the City's wastewater collection system: Industrial samples analyzed to indicate non-compliant discharge. Corrective or enforcement action utilized as appropriate.
- ❖ Ensure that the City is in compliance with state backflow prevention and cross-connection control requirements: Both operational and administrative activities performed.
- ❖ Review all new construction developments to assess needs for pre-treatment and backflow prevention: Work cooperatively with the Building Department. Review plans and actively participate in DRB.
- ❖ Provide service to our internal and external customers, beyond their expectation: On-going effort to provide excellent customer service.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ All division personnel maintained required State and Federal certifications.
- ❖ Provide state wide pretreatment training opportunity on electronic data collection and transfer.
- ❖ Installed new combined pretreatment/backflow database.
- ❖ Fats, oils, and grease management program audited by EPA Region 9 and found to be above standard.
- ❖ Provided training opportunities in Cross-Connection Control and Pretreatment to the public and staff.

FY04 GOALS AND OBJECTIVES

GOAL: PUBLIC SAFETY

OBJECTIVES:

- ❖ Prevent bypass of the Public Owned Treatment Works (POTW).
- ❖ Prevent back flow of contaminants into potable water system.

GOAL: COLLABORATION

OBJECTIVES:

- ❖ Encourage pollution prevention for business and industries.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- ❖ Provide service to our internal and external customers, beyond their expectation.

UTILITIES

DIVISION 55

WASTEWATER MONITORING

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Number of businesses inspected for potential cross connection	654	1,272	1,200
Number of backflow device tests logged	1,263	1,539	1,700
Number of compliance samples analyzed	2,530	6,367	2,500
Number of pre-treatment business inspections	753	1,444	1,500
Percent of failed back flow tests	NA	-0-	-0-

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 150,615	\$ 168,439	\$ 164,672	\$ 177,680	\$ 9,241
CONTRACTUAL	119,550	56,199	55,579	99,877	43,678
COMMODITIES	23,771	32,610	33,409	20,907	(11,703)
CAPITAL	8,576	-	-	-	-
TOTAL	\$ 302,512	\$ 257,248	\$ 253,660	\$ 298,464	\$ 41,216
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 107,181	\$ 111,286	\$ 122,551	\$ 160,233	\$ 48,947
NPDES MONITORING	37,671	31,814	30,457	31,660	(154)
INDUSTRIAL WASTE MONITOR	69,851	86,465	61,288	77,944	(8,521)
HAZARDOUS WASTE	3,380	3,593	3,592	3,827	234
BACKFLOW X CONN. CONTROL	28,852	24,410	24,381	25,004	594
STORM WATER	-	(320)	-	(204)	116
LOCAL LIMITS STUDY	55,577	-	11,391	-	-
TOTAL	\$ 302,512	\$ 257,248	\$ 253,660	\$ 298,464	\$ 41,216
SOURCE OF FUNDING:					
WATER AND WASTEWATER FUND				\$ 298,464	
				\$ 298,464	

COMMENTARY:
 The Wastewater Monitoring operating budget has increased 16% and there are no capital expenditures. Personal Services increases are due to employee merits, retirement contributions, and insurance costs. Contractuals increase is due to local limits sampling. Commodities decreases are due to the net effect of prior year one-time items and printer replacement. One-time expenditures for this division are \$45,000 for EPA mandated local limits sampling and \$3,000 for a replacement printer.

NON-DEPARTMENTAL

NON-DEPARTMENTAL

Non-Departmental accounts for all divisions which are not under the direct supervision of a department head or whose operations are contractual in nature. These include:

The **Council and Commission Division** is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The Mayor and Council assess the community needs and develop policies for the City Manager to implement. The Council appoints the City Manager, City Attorney, Court Magistrates and individuals to various boards, commissions, and committees.

The **Contributions to Other Agencies Division** accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff and other Alliance partnerships.

The **Non-Departmental Division** accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

The **Firemen's Pension Division** accounts for the distribution of retirement benefits to beneficiaries covered under the Volunteer Firemen's Pension Trust Fund. Volunteer firefighters who are vested after 25 years and upon reaching retirement age or disabled receive a pension based on past volunteer service.

The **Economic Development Division** is responsible for the administration of economic development programs. The City contracts these services. Activities include development and implementation of strategies to recruit new basic sector employers to the community, retention and expansion of existing basic sector employers, and the promotion of the Flagstaff area as an excellent location for business relocation. Economic development is funded by the BBB tax.

The **Transit Division** collects the portion of the transportation tax that is earmarked for Transit activities. Coconino County administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the County.

MISSION

The mission of the City of Flagstaff is to enhance the quality of life of its citizens while supporting the values of its community.

PROGRAM DESCRIPTION

This Division is the legislative branch of the City of Flagstaff's Council-Manager form of Government. The Mayor and Council assess the community needs and develop policies for the City Manager to implement. The Council appoints the City Manager, City Attorney, Court Magistrates and individuals to various boards, commissions, and committees.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Translate wishes and needs of City residents into general City policy.
- ❖ Ensure open access to local government and equitable treatment of citizens.
- ❖ Establish City priorities: Through retreats with the City Manager, goals established for the City.
- ❖ Fulfill those duties as required by State law and City Charter, and ordinances and resolutions adopted by Council.
- ❖ Develop City budget: City budget adopted on July 2, 2002 for the period July 1, 2002 – June 30, 2003.

ACCOMPLISHMENTS FOR FY03—CITY COUNCIL

- ❖ Created the Open Spaces Commission.
- ❖ Created a Bond Advisory Task Force
- ❖ Enacted policies for: Water Conservation and Stormwater Utility and Rate Structure
- ❖ Continued with East Flag Mall expansion
- ❖ Visitors' Center back into City fold
- ❖ East Branch of the City/County Library
- ❖ Airport security enhancements
- ❖ Commissioned a public art project
- ❖ Bark beetle and forest health partnerships
- ❖ Continued with Rio de Flag Project
- ❖ Continued with FUTS Trails
- ❖ Adopted amendments to: 2002 Land Development Code; Long Range Master Plan for Parks, Recreation and Open Space; Regional Plan regarding McMillan Mesa.
- ❖ Completed the Butler/Enterprise Road Project.

ACCOMPLISHMENTS FOR FY03—BOARDS AND COMMISSIONS***Airport Commission***

- ❖ Rewrote the Airport Rules and Regulations.
- ❖ Created a new Minimum Standards Document for Commercial Airport Operations.

Bicycle Advisory Committee

- ❖ Identified individuals to be its voting membership (approved by Traffic Commission).
- ❖ Recommended installation of bike lanes on South San Francisco Street between Franklin Avenue and Butler Avenue (approved compromise form by Traffic Commission).
- ❖ Served as a communications forum/clearing house where the diverse cycling interests could find out what is going on in the local cycling community, as well as statewide activities.
- ❖ Helped with staff-level planning, design and implementation issues.

Commission on Diversity Awareness

- ❖ Created Mosaic Award to recognize individuals or organizations that have contributed or supported diversity. This year given to Flagstaff Unified School District for promotion of teen responsibility and anger management through the Character Counts and Responsible Thinking Program.
- ❖ Held a Community Open Forum at Bookmans in November 2002, to discuss issues of diversity.
- ❖ Collaborated with the County's African American Commission and sponsored a special event to celebrate Black History Month, called Community Resource Fair, which occurred in February 2003.

Disability Awareness Commission

- ❖ Hosted the Disability Awareness Commission's annual banquet that celebrated and recognized those in the community that promote and enhance the quality of life of those with disabilities.
- ❖ Conducted accessibility inspections of city parks, which resulted in improvement accessibility.
- ❖ Worked closely with representatives of Mountain Lion Transit and the City Pedestrian Advisory group to assist in accessibility issues.

Flagstaff Public Art Advisory Committee

- ❖ Initiated a contract for the local artist project at Heritage Square.
- ❖ Designed and printed an illustrated brochure on public art around town (planned for wide distribution).
- ❖ Continued local artist exhibitions in the City Hall lobby and at the airport.

Library Board

- ❖ Aided in planning for the new East Flagstaff Community Library, which opened in March 2003.

Parks and Recreation Commission

- ❖ Provided recommendation(s) to Council:
 - Amend the Long Range Master Plan for Parks, Recreation and Open Space for McMillan Mesa Special Area Plan – Regional Plan Amendment.
 - Dispose of Linda Vista, Mobile Haven II and University Heights unimproved acreage.
 - Open Spaces Commission.
 - Restrict amplified sound during certain hours.
- ❖ Provided input to Bond Advisory Task Force 2003.
- ❖ Dedicated Foxglenn Park improvements in December 2002.
- ❖ Dedicated McMillan Mesa Park improvements in September 2002.

Planning and Zoning Commission

- ❖ Reviewed 35 items, including 16 Conditional Use Permits and 5 Subdivision Plans. Major items included:
 - Downtown Gateway West
 - Southside Warehouse District
 - East Flag Gateway Redevelopment Plans
 - LDC approved amendments
 - Airport zoning
 - McMillan Mesa Plan and Land Use Plan amendment

Tourism Commission

- ❖ Assigned a task force:
 - Examine viability of bringing Visitor Center under management of the Convention and Visitor Bureau. Based on these findings, accomplished in March 2003.
 - Design a strategic plan for tourism in Flagstaff (approximately 50% through the process).
 - Review marketing programs through ad agency (research continues).
 - Involved with Flagstaff Image Planning, bringing new event seasons to the Community.
 - Involved in getting the industry to organize various associations into a more proactive group that became involved with legislative issues affecting tourism.

Traffic Commission

- ❖ Approved both the relocation of the Arizona School Crosswalk at Kinsey Elementary School and the addition of beacons to the advance warning signs.

- ❖ Approved trial installation of an on-street tour bus-loading zone in north downtown.

Water Commission

- ❖ Prepared a Reclaimed Water Usage Plan for the Council.
- ❖ Prepared a Water Conservation Ordinance for the Council.

FY04 GOALS—CITY COUNCIL

The City Council has identified the following goals to be addressed by objectives outlined throughout this budget document:

- Economic Development/Redevelopment
- Fiscal Health
- Public Safety
- Affordable Housing
- Capital Improvements
- Customer Service
- Planning for Growth
- Regional Collaboration
- Quality of Life
- Organizational Support

FY04 GOALS—BOARDS AND COMMISSIONS**Airport Commission**

- ❖ Send new Rules to Council for amendment to current ordinance.
- ❖ Work to secure support and funding for planned runway extension.

Bicycle Advisory Committee

- ❖ Continue to implement Bikeways and Trails elements of the Regional Master Plan.
- ❖ Develop the Elk's Lodge Trail or an acceptable alternative route to the Mountain Elden Trailhead on Schultz Pass Road.

Diversity Awareness Commission

- ❖ Continue to partner with County's African American, Hispanic and Native American Commissions.
- ❖ Sponsor community events that support and promote diversity.
- ❖ Continue to hold public open forums to discuss issues regarding diversity.

Flagstaff Public Art Advisory Committee

- ❖ Continue local artist exhibitions.
- ❖ Scope/initiate one or more additional public art projects at locations yet to be determined.

Library Board

- ❖ Develop a series of programs to be featured on Sundays at the East Flagstaff branch.

Parks and Recreation Commission

- ❖ Provide recommendation on revisions to fees and charges.
- ❖ Provide recommendation for Thorpe Park Master Plan.
- ❖ Dedicate Arroyo Park field improvements.
- ❖ Provide recommendation for a Sponsorship Policy.

Planning and Zoning Commission

- ❖ Make recommendations to the City Council after review of development proposals with final decisions being made, or with case rezoning.
- ❖ Review of the Flagstaff Mall expansion and rezoning.

Traffic Commission

- ❖ Develop policies for the uniform application of traffic controls in school areas citywide.
- ❖ Review and update title 9, Traffic, of the City Code.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 57,220	\$ 54,655	\$ 50,576	\$ 73,690	\$ 19,035
CONTRACTUAL	67,065	57,370	59,912	83,968	26,598
COMMODITIES	27,854	27,845	21,372	26,395	(1,450)
CAPITAL	-	-	-	-	-
TOTAL	\$ 152,139	\$ 139,870	\$ 131,860	\$ 184,053	\$ 44,183
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 146,365	\$ 126,035	\$ 125,232	\$ 167,218	\$ 41,183
BOARDS AND COMMISSIONS	5,774	13,835	6,628	16,835	3,000
TOTAL	\$ 152,139	\$ 139,870	\$ 131,860	\$ 184,053	\$ 44,183
SOURCE OF FUNDING:					
GENERAL FUND				\$ 82,839	
LIBRARY FUND				7,139	
HIGHWAY USER REVENUE FUND				27,990	
WATER AND WASTEWATER FUND				39,920	
AIRPORT FUND				8,172	
ENVIRONMENTAL SERVICES FUND				17,993	
				\$ 184,053	
COMMENTARY:					
The Council and Commissions operating budget has increased 31% with no capital expenditures. There is no major capital (>\$10,000) for this division.					

PROGRAM DESCRIPTION

This division accounts for contractual agreements with outside agencies that provide services to Flagstaff's citizens. The City is a major contributor to United Way, arts and cultural agencies whose activities benefit the citizens of Flagstaff and other Alliance partnerships.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Continued support social service programs, which help the disadvantaged, needy, or elderly population through United Way contributions.
- ❖ Continued support not-for-profit organizations, which enhance and promote arts and cultural programs/activities: Efforts supported through the Flagstaff International Sister Cities Organization and the Library Foundation.

ADDITIONAL ACCOMPLISHMENTS FY03:

- ❖ Maintained funding levels through the year despite cuts in other programs.

FY04 GOALS AND OBJECTIVES**GOAL: COLLABORATION****OBJECTIVES:**

- ❖ To support social service programs which help the disadvantaged, needy, or elderly populations through United Way contributions.
- ❖ To support not-for-profit organizations that enhance the organizational goals as established by the Council.
- ❖ To support our alliance partners through Weed & Seed, After School Program, FIT for Safe Housing, Coalition for Youth & Children, and the High Altitude Sports Training Center.
- ❖ To support partnerships that enhances the quality of life in the community through the Canyon Forest Partnership, Siler Homes, and the emergency housing assistance.

PERFORMANCE INDICATORS

No performance indicators available at this time.

NON DEPARTMENTAL

DIVISION 64

**CONTRIBUTIONS TO
OTHER AGENCIES**

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTUAL	1,015,526	752,188	729,349	760,016	7,828
COMMODITIES	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	\$ 1,015,526	\$ 752,188	\$ 729,349	\$ 760,016	\$ 7,828
EXPENDITURES BY PROGRAM:					
HEALTH & SOC SERVICES	\$ 633,238	\$ 314,386	\$ 296,442	\$ 339,386	\$ 25,000
OTHER CONTRIBUTIONS	382,288	437,802	432,907	420,630	(17,172)
TOTAL	\$ 1,015,526	\$ 752,188	\$ 729,349	\$ 760,016	\$ 7,828
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 640,660	
	LIBRARY FUND			10,430	
	HIGHWAY USER REVENUE FUND			24,009	
	WATER AND WASTEWATER FUND			53,804	
	AIRPORT FUND			4,978	
	ENVIRONMENTAL SERVICES FUND			26,135	
				\$ 760,016	
COMMENTARY:					
<p>The Contributions to Others operating budget has increased 1% and there are no capital expenditures. Contractual decreases are due to reduced funding to the Chamber of Commerce and High Altitude Sports Training Center, and an increase to the United Way due to the carryover of funds for Fit for Safe Housing. The contributions are as follows: United Way \$289,386; FIT \$50,000; Arizona Heritage \$1,000; Coalition for Youth & Children \$22,500; Sister Cities \$3,000; Siler Homes \$2,300; Canyon Forest Partnership \$15,000; Latchkey Program \$315,000; Weed & Seed \$7,000; High Altitude Sports Training Center \$20,000; East Flagstaff Focused Future \$4,500, Emergency Housing Grant \$25,000; and Rural Transportation \$5,330.</p>					

PROGRAM DESCRIPTION

This division accounts for all expenditures that are not specifically allocable to individual divisions or programs, e.g. property and liability insurance, unemployment insurance, audit fees, and capital equipment that benefit various departments (mainframe computer). Costs of this division are allocated to the respective departments based on a cost-allocation formulation.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ To fund those programs and activities that are not readily associated with a single department or division within the City: Programs that were funded in FY03 include the Redistricting challenge, remodel of the Bank One office area for the CID group, upgrade of the computer redundancy system for data storage, completed the purchase of 5.2 acres in the East Flagstaff community.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Successfully conducted two employee awards programs.
- ❖ Continued the organization development program with employee focus groups, quarterly meetings with the City Manager and employees and the EMT group.
- ❖ Completed the Telecom study in conjunction with GADA.

FY04 GOALS AND OBJECTIVES**GOAL: COLLABORATION****OBJECTIVE:**

- ❖ Continue work with the Alliance group on community debt management.

GOAL: FISCAL HEALTH**OBJECTIVE:**

- ❖ To fund those programs and activities that are not readily associated with a single department or division within the City.
- ❖ Conduct an annual audit per City Charter by an Independent Certified Public Accountant.
- ❖ Update the OMB A87 study to implement in the next fiscal year.
- ❖ Conduct a successful bond program in the community.
- ❖ Evaluate the most effective approach to updating the population numbers, \$500,000 set aside for a special census.

GOAL: ORGANIZATIONAL SUPPORT**OBJECTIVE:**

- ❖ Recognize outstanding employees through the City Manager's Award program.
- ❖ Provide adequate computer and communication equipment to enable staff to perform at their highest level.

PERFORMANCE INDICATORS

No performance indicators available at this time.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 131,478	\$ 66,631	\$ 74,996	\$ 67,664	\$ 1,033
CONTRACTUAL	1,059,679	1,335,960	1,325,007	2,240,960	905,000
COMMODITIES	844,892	447,498	469,134	292,258	(155,240)
CAPITAL	1,180,984	2,669,650	826,018	4,695,245	2,025,595
TOTAL	\$ 3,217,033	\$ 4,519,739	\$ 2,695,155	\$ 7,296,127	\$ 2,776,388
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 2,074,386	\$ 1,179,318	\$ 1,248,009	\$ 1,150,718	\$ (28,600)
EMPLOYEE BENEFITS	94,229	75,500	74,246	49,000	(26,500)
INSURANCE	433,000	673,000	653,000	915,500	242,500
CONSULTANTS	398,516	303,500	272,919	684,500	381,000
COPY CENTER	69,509	11,631	4,849	17,164	5,533
REDEVELOPMENT	2,799	2,212,720	375,144	406,000	(1,806,720)
POLICE FACILITY REMODEL	13,196	-	-	-	-
DOWNTOWN REDEVELOPMENT	131,398	64,070	66,000	4,052,000	3,987,930
HERITAGE SQUARE CANOPY	-	-	988	21,245	21,245
TOTAL	\$ 3,217,033	\$ 4,519,739	\$ 2,695,155	\$ 7,296,127	\$ 2,776,388
SOURCE OF FUNDING:					
	GENERAL FUND			\$ 6,901,920	
	LIBRARY FUND			32,139	
	HIGHWAY USER REVENUE FUND			79,448	
	WATER AND WASTEWATER FUND			135,604	
	STORMWATER FUND			40,560	
	AIRPORT FUND			35,554	
	ENVIRONMENTAL SERVICES FUND			70,902	
				\$ 7,296,127	
COMMENTARY:					
<p>The Non-Departmental operating budget has increased 40% and capital expenditures total \$4,389,000 resulting in an overall net decrease of 61%. Personal Services increases are due to the employee merit, retirement contribution, and insurance costs. Contractual increases are due to the budgeting for a special census (\$500,000 one time), an increase in liability insurance (\$280,000) and economic opportunity monies (\$315,000). Included in this division are \$10,000 for organizational development, \$10,000 for OMB87 update, and \$90,000 for bond program expenditures. Major capital (>\$10,000) includes a networked color copier, an AS400 ISeries Model 810, a Cisco core switch (replacement), a HP designjet GIS printer, a Trimble GEOXT GPS with Arcpad, the Heil property purchase, and other monies set aside for downtown redevelopment.</p>					

PROGRAM DESCRIPTION

This division accounts for the distribution of retirement benefits to beneficiaries covered under the Volunteer Firemen's Pension Trust Fund. Volunteer firefighters who are vested after 25 years and upon reaching retirement age or disabled receive a pension based on past volunteer service.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ Ensure that benefit distributions are made in a timely manner to all qualified recipients. Benefit distributions were made in a timely manner to the three current participants.

FY04 GOALS AND OBJECTIVES

GOAL: FISCAL RESPONSIBILITY

OBJECTIVES:

Ensure that benefit distributions are made in a timely manner to all qualified recipients.

PERFORMANCE INDICATORS

No performance indicators available at this time.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTUAL	7,200	7,200	7,200	7,200	-
COMMODITIES	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	\$ -
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	\$ -
TOTAL	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	\$ -
SOURCE OF FUNDING:					
FIREMEN'S PENSION FUND				\$ 7,200	
				\$ 7,200	
COMMENTARY:					
The Firemen's Pension operating budget has not changed. Currently there are three beneficiaries.					

PROGRAM DESCRIPTION

This division, responsible for the administration of Economic Development programs, is a contracted service. Activities include development and implementation of strategies to recruit new basic sector employers to the community, retention and expansion of existing basic sector employers, and the promotion of the Flagstaff area as an excellent location for business relocation. Economic development is funded by the BBB tax.

FY04 GOALS/OBJECTIVES AND RESULTS

- ❖ To actively recruit new basic sector employers to the area resulting in increased basic sector

employment opportunities for Flagstaff area residents.

- ❖ Assist existing area basic sector businesses by providing referral and consultation services, financial expertise, coordinated business training seminars, and general technical assistance.
- ❖ Assist in the redevelopment and revitalization of those business areas in the community that currently support or have the potential to support basic sector businesses.

PERFORMANCE INDICATORS

No performance indicators available at this time.

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTUAL	315,153	456,400	453,176	446,400	(10,000)
COMMODITIES	15	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	\$ 315,168	\$ 456,400	\$ 453,176	\$ 446,400	\$ (10,000)
EXPENDITURES BY PROGRAM:					
GENERAL ADMINISTRATION	\$ 307,768	\$ 322,000	\$ 322,000	\$ 317,000	\$ (5,000)
CONTRIBUTIONS	7,400	7,400	7,400	7,400	-
TELECOM	-	100,000	123,776	100,000	-
PARTNERSHIP TRAINING	-	27,000	-	22,000	(5,000)
TOTAL	\$ 315,168	\$ 456,400	\$ 453,176	\$ 446,400	\$ (10,000)
SOURCE OF FUNDING:					
ECONOMIC DEVELOPMENT FUND				\$ 446,400	
				\$ 446,400	
COMMENTARY:					
The Economic Development operating budget has decreased 3% and there are no capital expenditures. The decrease of \$10,000 includes 1) the elimination of Incubator requests \$13,000 2) reduction of \$5,000 for the Partnership Training Fund and 3) an increase to GFEC of \$8,000.					

PROGRAM DESCRIPTION

This division collects the portion of the transportation tax that is earmarked for Transit activities. Coconino County administers the Transit program per the Intergovernmental Agreement (IGA) between the City and the County.

FY03 GOALS/OBJECTIVES AND RESULTS

- ❖ To provide courteous and responsive transportation on four City routes with a bus every 60 minutes from 6 am to 10 pm, Monday thru Friday and from 7 am to 5 pm on Saturday. Results: Done.
- ❖ To increase ridership to 17,000 riders per month by June 2003.

ADDITIONAL ACCOMPLISHMENTS FY03

- ❖ Won a State and National Award as "Transit System of the Year".
- ❖ Increased ridership by 150%.

- ❖ Surpassed 5 Year Plan ridership Goals by 15%.
- ❖ Built and began operating a new Transfer Center at Railhead and 89A near Flagstaff Mall.
- ❖ Scored 100% on a quarterly customer satisfaction survey.
- ❖ Completed a Review and Audit of 5-Year Transit Plan.
- ❖ Installed seven bus shelters.
- ❖ Received an additional \$1,000,000 capital grant from the Federal Government.

FY04 GOALS AND OBJECTIVES

GOAL: PLANNING FOR GROWTH

OBJECTIVES:

- ❖ Increase bus frequency to 30 minutes on routes 2 and 66.
- ❖ Attempt to increase bus frequency to 30 minutes on Route 4 if budget allows.
- ❖ Plan downtown circulator.
- ❖ Install lighted signage at 40 bus stops.
- ❖ Install ten bus shelters.
- ❖ Purchase land for a Transit Facility.

PERFORMANCE INDICATORS	CY01	CY02	CY03 OR FY04 (EST)
Annual Ridership	130,354	174,091	275,000
Daily Hours of Service	64	64	82
Vehicles in Service	4	4	7
Revenue Hours	12,650	18,328	24,248
Boardings per Mile	.67	1.02	1.25

EXPENDITURES BY CATEGORY:					
	Actual Expenditures 2001-2002	Adopted Budget 2002-2003	Estimated Expenditures 2002-2003	Adopted Budget 2003-2004	Budget-Budget Variance
PERSONAL SERVICES	\$ 122	\$ -	\$ (61)	\$ -	\$ -
CONTRACTUAL	1,411,350	1,592,080	1,422,878	2,016,199	424,119
COMMODITIES	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL	\$ 1,411,472	\$ 1,592,080	\$ 1,422,817	\$ 2,016,199	\$ 424,119
EXPENDITURES BY PROGRAM:					
TRANSIT IMPROVEMENTS	\$ 1,411,472	\$ 1,592,080	\$ 1,422,817	\$ 2,016,199	\$ 424,119
TOTAL	\$ 1,411,472	\$ 1,592,080	\$ 1,422,817	\$ 2,016,199	\$ 424,119
SOURCE OF FUNDING:					
TRANSPORTATION FUND				\$ 2,016,199	
				\$ 2,016,199	

COMMENTARY:
 The Transit budget has increased by 27% this fiscal year. This is due to increased costs including but not limited to liability insurance, rents and employee benefits. The City contracts with the County to run the Transit System We contribute monthly based on the appropriated budget.



CAPITAL IMPROVEMENTS

FY 2004 CAPITAL IMPROVEMENT PROGRAM

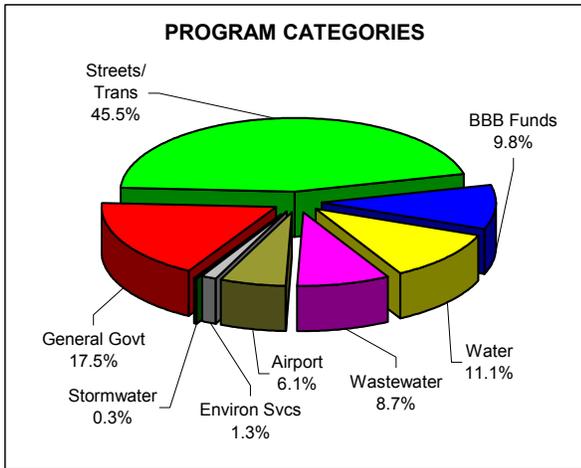
The Capital Improvement Program (CIP) for FY 2004 represents a \$63.9 million investment of public funds in infrastructure and public facilities. The program is equal to the \$63.9 million in FY 2003. The project mix has changed from prior years to 71.0% of the funding being provided on the pay-as-you-go basis versus 69.9% in FY 2003. The major projects in this year's budget are Sunnyside improvements, Fourth Street overpass, Empire

Avenue extension, East Flag Gateway, redevelopment/facilities, Airport improvement, Rio De Flag project, and parks improvements. This year's capital improvement program is funded 23.6% through debt financing including the Fourth Street Bond Program authorized by voters in May 2000 and the Airport lease/purchase agreement. The grant funding of 5.4% is primarily for airport expansion, beautification, and streets.

Expenditure totals may be shown as inflated or non-inflated costs depending on whether the scope of work or funding amount is the determining factor.

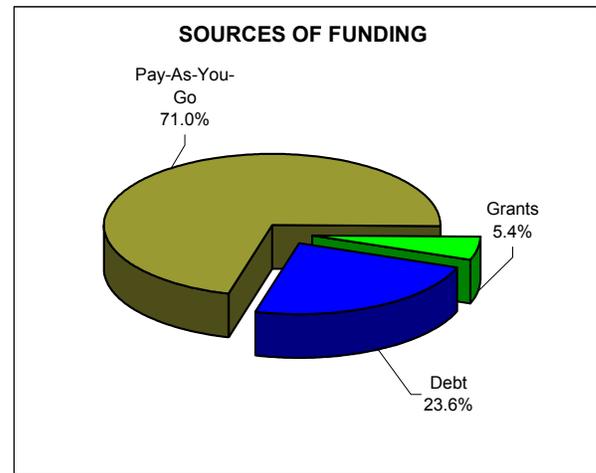
Funded projects in the five-year Capital Improvement Program fall into the following eight broad categories:

General Government	17.5%	\$ 11,042,757
Streets/Transportation	45.5%	29,033,910
BBB	9.8%	6,236,866
Water	11.1%	7,097,691
Wastewater	8.7%	5,540,514
Airport	6.1%	3,868,621
Environmental Services	1.3%	820,000
Stormwater	0.3%	215,000
	<u>100.0%</u>	<u>\$ 63,855,359</u>



Sources of funding are categorized in three categories as shown below:

Debt	23.6%	\$ 45,359,798
Pay-As-You-Go	71.0%	15,041,600
Grants	5.4%	3,453,961
	<u>100.0%</u>	<u>\$ 63,855,359</u>



SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

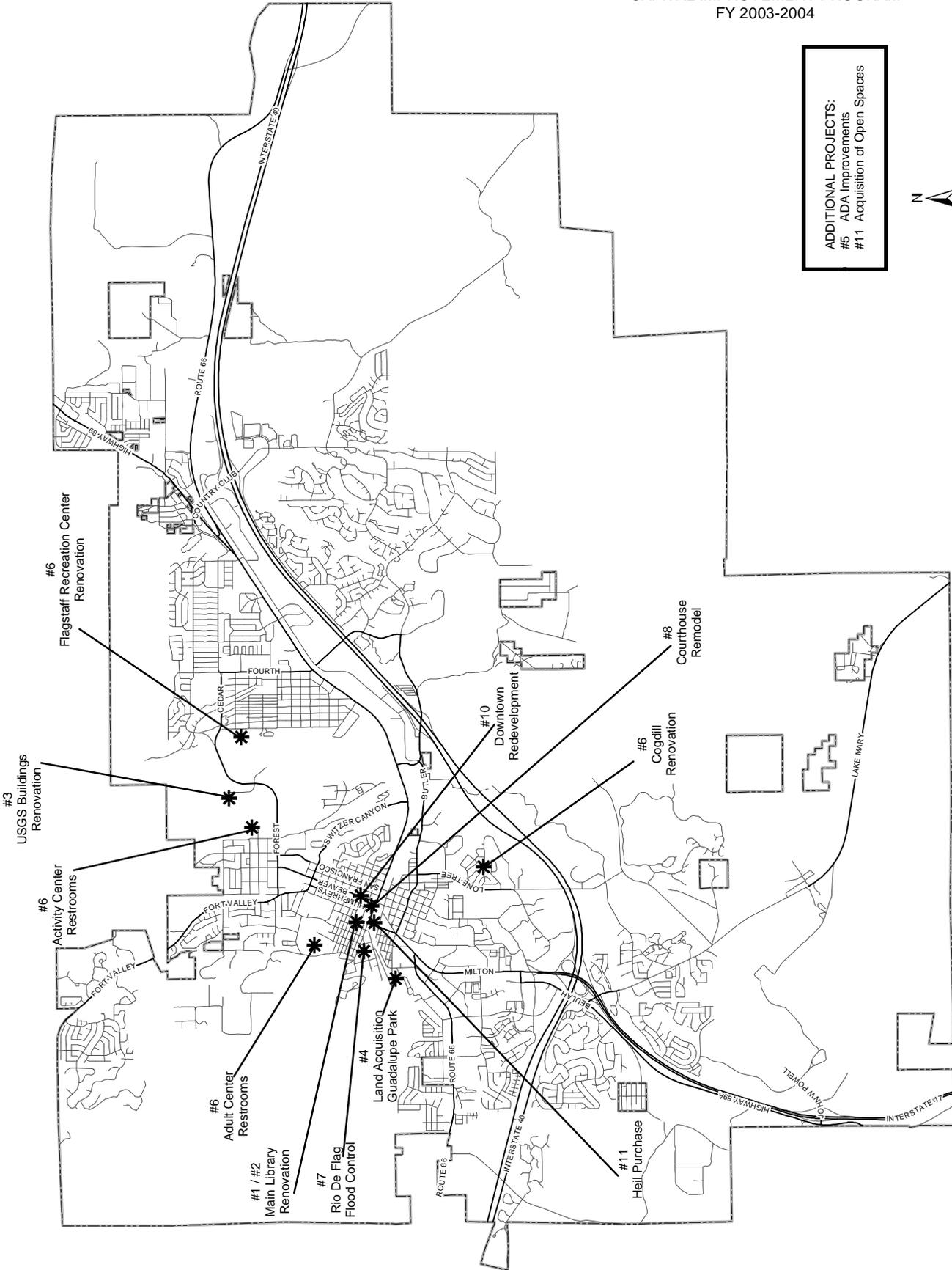
**GENERAL GOVERNMENT
APPROPRIATIONS**

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 11	AIR CONDITIONER FOR MAIN LIBRARY	\$ -	100,000
2 11	REMODEL BATHROOMS AT MAIN LIBRARY	-	40,000
3 20	REMODEL USES BUILDING 2	-	150,000
4 26	LAND ACQUISITION - GUADALUPE	-	200,000
5 29	ADA IMPROVEMENTS	184,023	184,023
6 30	ADA/RECREATION FACILITY RENOVATION	169,355	577,891
7 34	RIO DE FLAG FLOOD CONTROL	3,315,740	5,052,738
8 65	REMODEL OF COURTHOUSE	26,105	26,105
9 66	HAIL PURCHASE	-	455,000
10 66	DOWNTOWN REDEVELOPMENT	1,487,000	3,572,000
11 67	ACQUISITION OF OPEN SPACES	535,000	685,000
	TOTAL GENERAL GOVERNMENT	<u>\$ 5,717,223</u>	<u>11,042,757</u>

SOURCES OF FUNDING

DIV	PROJECT	GENERAL FUND	OTHER	TOTAL
1 11	AIR CONDITIONER FOR MAIN LIBRARY	\$ -	100,000	100,000
2 11	REMODEL BATHROOMS AT MAIN LIBRARY	-	40,000	40,000
3 20	REMODEL USES BUILDING 2	-	150,000	150,000
4 26	LAND ACQUISITION - GUADALUPE	200,000	-	200,000
5 29	ADA IMPROVEMENTS	184,023	-	184,023
6 30	ADA/RECREATION FACILITY RENOVATION	577,891	-	577,891
7 34	RIO DE FLAG FLOOD CONTROL	5,052,738	-	5,052,738
8 65	REMODEL OF COURTHOUSE	26,105	-	26,105
9 66	HAIL PURCHASE	455,000	-	455,000
10 66	DOWNTOWN REDEVELOPMENT	3,572,000	-	3,572,000
11 67	ACQUISITION OF OPEN SPACES	685,000	-	685,000
	TOTAL GENERAL GOVERNMENT	<u>\$ 10,752,757</u>	<u>290,000</u>	<u>11,042,757</u>

GENERAL GOVERNMENT PROJECTS
 CAPITAL IMPROVEMENT PROGRAM
 FY 2003-2004



ADDITIONAL PROJECTS:
 #5 ADA Improvements
 #11 Acquisition of Open Spaces



not to scale

The City of Flagstaff
 August 2003

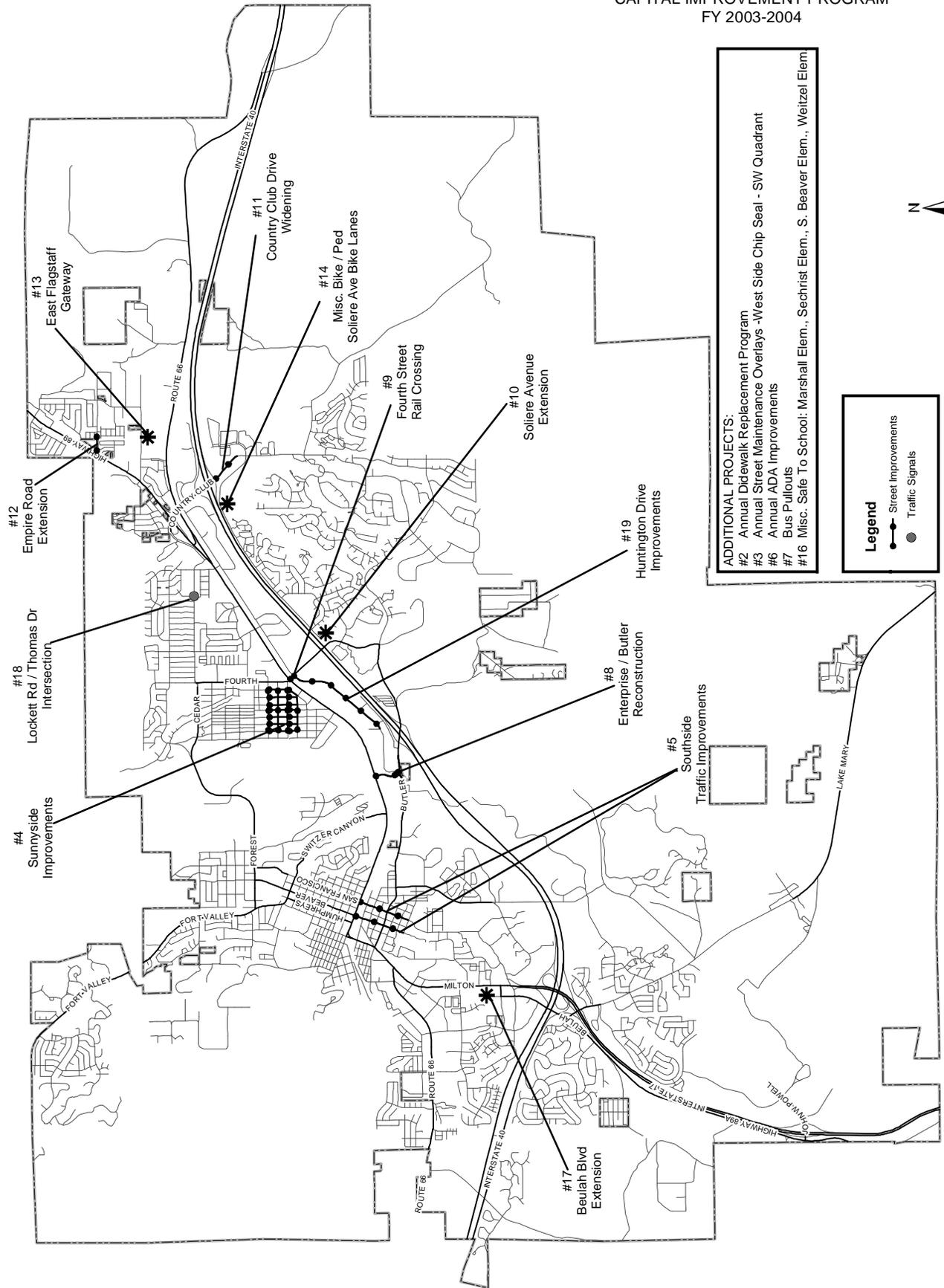
SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

**STREETS/TRANSPORTATION
APPROPRIATIONS**

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 33	RESERVE FOR IMPROVEMENTS	\$ -	49,877
2 33	ANNUAL SIDEWALK REPLACEMENT PGM	-	15,000
3 33	ANNUAL STREET MAINTENANCE PGM	-	1,601,071
4 33	SUNNYSIDE NEIGHBORHOOD IMPROV.	-	1,804,354
5 33	SOUTHSIDE TRAFFIC CIRCULATION	-	152,400
6 33	ANNUAL ADA IMPROVEMENTS	-	155,155
7 33	BUS PULLOUTS	-	306,478
8 33	ENTERPRISE/BUTLER	-	315,000
9 35	FOURTH ST RAIL CROSSING	3,078,207	10,699,075
10 92	SOLIERE AVENUE EXTENSION	200,000	419,894
11 92	COUNTRY CLUB DR WIDENING	619,588	627,718
12 92	EMPIRE AVENUE EXTENSION	482,500	1,622,558
13 92	EAST FLAGSTAFF GATEWAY	-	8,648,887
14 92	MISC. BIKE/PED	-	221,889
15 92	TRANS. PLANNING & PROGRAMMING	439,004	521,955
16 92	MISC. SAFE TO SCHOOL	-	683,518
17 92	BEULAH BLVD EXTENSION	-	500,000
18 92	THOMAS/LOCKETT INTERSECTION	-	150,000
19 92	HUNTINGTON DRIVE IMPROVEMENTS	-	539,081
	TOTAL STREETS/TRANSPORTATION	\$ 4,819,299	29,033,910

DIV	PROJECT	HURF	TRANS- PORTATION	GRANTS	BONDS	OTHER	TOTAL
1 33	RESERVE FOR IMPROVEMENTS	\$ 49,877	-	-	-	-	49,877
2 33	ANNUAL SIDEWALK REPLACEMENT PGM	15,000	-	-	-	-	15,000
3 33	ANNUAL STREET MAINTENANCE PGM	1,601,071	-	-	-	-	1,601,071
4 33	SUNNYSIDE NEIGHBORHOOD IMPROV.	1,804,354	-	-	-	-	1,804,354
5 33	SOUTHSIDE TRAFFIC CIRCULATION	152,400	-	-	-	-	152,400
6 33	ANNUAL ADA IMPROVEMENTS	155,155	-	-	-	-	155,155
7 33	BUS PULLOUTS	206,478	-	100,000	-	-	306,478
8 33	ENTERPRISE/BUTLER	315,000	-	-	-	-	315,000
9 35	FOURTH ST RAIL CROSSING	-	-	-	10,699,075	-	10,699,075
10 92	SOLIERE AVENUE EXTENSION	-	419,894	-	-	-	419,894
11 92	COUNTRY CLUB DR WIDENING	-	627,718	-	-	-	627,718
12 92	EMPIRE AVENUE EXTENSION	-	1,622,558	-	-	-	1,622,558
13 92	EAST FLAGSTAFF GATEWAY	2,847,808	2,331,079	250,000	-	3,220,000	8,648,887
14 92	MISC. BIKE/PED	-	221,889	-	-	-	221,889
15 92	TRANS. PLANNING & PROGRAMMING	-	521,955	-	-	-	521,955
16 92	MISC. SAFE TO SCHOOL	-	683,518	-	-	-	683,518
17 92	BEULAH BLVD EXTENSION	-	500,000	-	-	-	500,000
18 92	THOMAS/LOCKETT INTERSECTION	-	150,000	-	-	-	150,000
19 92	HUNTINGTON DRIVE IMPROVEMENTS	-	539,081	-	-	-	539,081
	TOTAL STREETS/TRANSPORTATION	\$ 7,147,143	7,617,692	350,000	10,699,075	3,220,000	29,033,910

STREETS / TRANSPORTATION
 CAPITAL IMPROVEMENT PROGRAM
 FY 2003-2004



- ADDITIONAL PROJECTS:**
- #2 Annual Sidewalk Replacement Program
 - #3 Annual Street Maintenance Overlays - West Side Chip Seal - SW Quadrant
 - #6 Annual ADA Improvements
 - #7 Bus Pullouts
 - #16 Misc. Safe To School: Marshall Elem., Sechrist Elem., S. Beaver Elem., Weitzel Elem.

Legend

- Street Improvements
- Traffic Signals



not to scale

The City of Flagstaff
 August 2003

SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

BBB

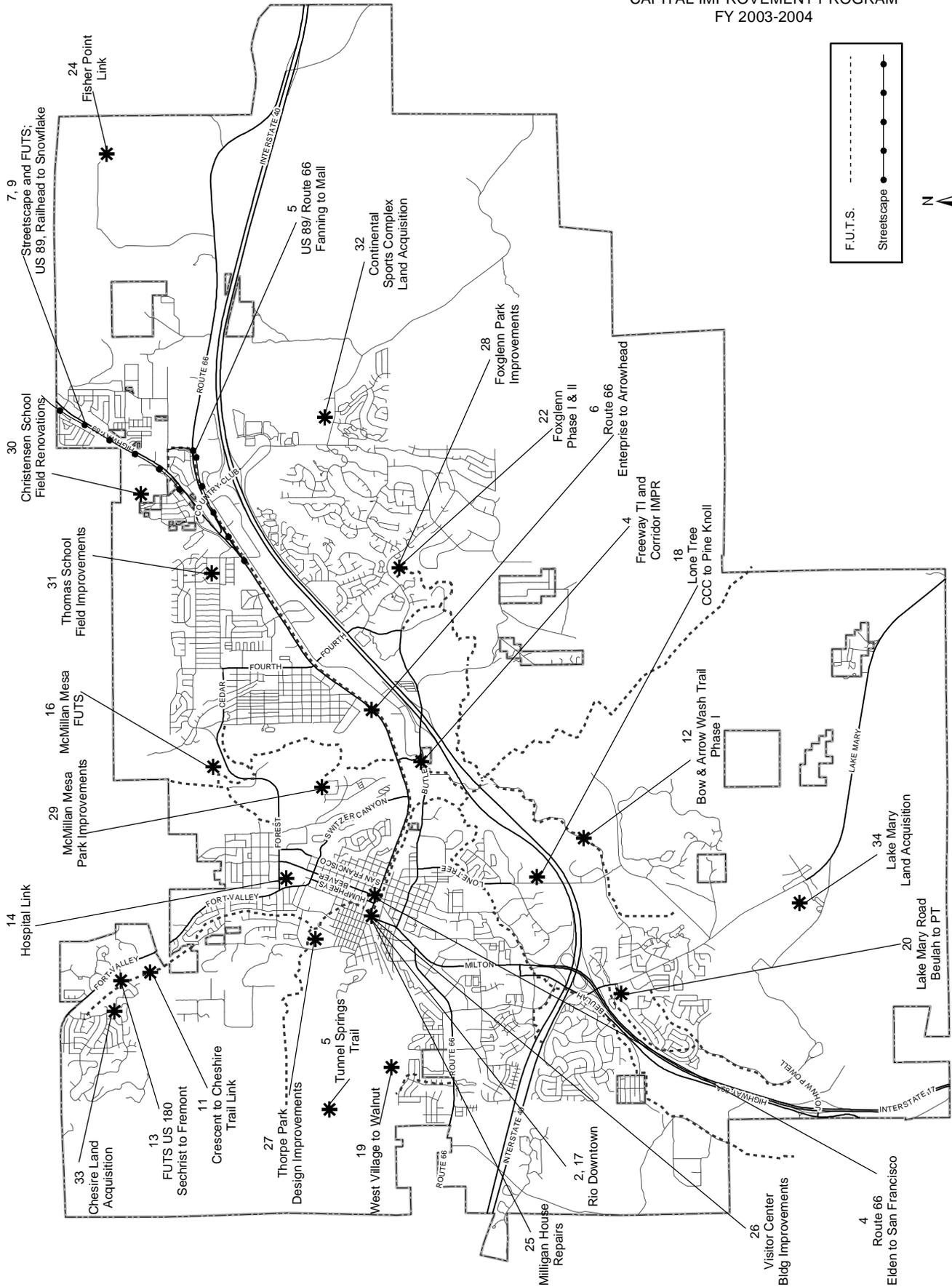
APPROPRIATIONS

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 74	SPECIAL PROJECTS	\$ -	25,000
2 74	RIO DE FLAG CORRIDOR ENHANCEMENTS	-	150,000
3 74	OPEN SPACE RESTORATION & ENHANCEMENTS	-	30,000
4 74	RT 66 - ELDEN TO SAN FRANCISCO	-	20,000
5 74	RT 66 - FANNING TO SPUR	50,000	150,854
6 74	RT 66 - ENTERPRISE TO ARROWHEAD	-	288,261
7 74	US 89 RAILHEAD TO SNOWFLAKE	-	575,500
8 74	REDEVELOPMENT OPPORTUNITY FUND	-	50,000
9 74	ADOT TI AND GATEWAY	40,000	100,000
10 75	FUTS - ROW AND OPEN SPACE OPPORTUNITY	-	100,000
11 75	FUTS - CRESCENT TO CHESHIRE	175,000	398,963
12 75	FUTS - BOW AND ARROW WASH	160,000	105,376
13 75	FUTS - US 180 SECHRIST TO FREMONT	250,000	750,000
14 75	FUTS - HOSPITAL LINK - FOREST TO BEAVER	-	48,825
15 75	FUTS - TUNNEL SPRINGS TRAIL	-	75,000
16 75	FUTS - MCMILLAN MESA SYSTEM	-	114,425
17 75	FUTS - DOWNTOWN RIO CORRIDOR	-	80,436
18 75	FUTS - LONE TREE CORRIDOR	-	361,945
19 75	FUTS - BNSF TRAIL, WEST VILLAGE TO RIO	-	142,620
20 75	FUTS - LAKE MARY RD; BEULAH TO PONDEROSA	150,000	240,000
21 85	VISITOR CENTER RENOVATIONS	211,280	211,280
22 91	THORPE PARK IMPROVEMENTS	35,661	1,719,167
23 91	THOMAS FIELD IMPROVEMENTS	389,222	394,831
24 91	AQUATIC CENTER DESIGN	-	104,383
TOTAL BBB		<u>\$ 1,461,163</u>	<u>6,236,866</u>

SOURCES OF FUNDING

DIV	PROJECT	BBB	BONDS	TRANS- PORTATION	GRANT	TOTAL
1 74	SPECIAL PROJECTS	\$ 25,000	-	-	-	25,000
2 74	RIO DE FLAG CORRIDOR ENHANCEMENTS	150,000	-	-	-	150,000
3 74	OPEN SPACE RESTORATION & ENHANCEMENTS	30,000	-	-	-	30,000
4 74	RT 66 - ELDEN TO SAN FRANCISCO	20,000	-	-	-	20,000
5 74	RT 66 - FANNING TO SPUR	-	-	-	150,854	150,854
6 74	RT 66 - ENTERPRISE TO ARROWHEAD	288,261	-	-	-	288,261
7 74	US 89 RAILHEAD TO SNOWFLAKE	60,726	-	264,774	250,000	575,500
8 74	REDEVELOPMENT OPPORTUNITY FUND	50,000	-	-	-	50,000
9 74	ADOT TI AND GATEWAY	100,000	-	-	-	100,000
10 75	FUTS - ROW AND OPEN SPACE OPPORTUNITY	100,000	-	-	-	100,000
11 75	FUTS - CRESCENT TO CHESHIRE	328,963	-	-	70,000	398,963
12 75	FUTS - BOW AND ARROW WASH	65,376	-	-	40,000	105,376
13 75	FUTS - US 180 SECHRIST TO FREMONT	150,000	-	100,000	500,000	750,000
14 75	FUTS - HOSPITAL LINK - FOREST TO BEAVER	48,825	-	-	-	48,825
15 75	FUTS - TUNNEL SPRINGS TRAIL	35,000	-	-	40,000	75,000
16 75	FUTS - MCMILLAN MESA SYSTEM	114,425	-	-	-	114,425
17 75	FUTS - DOWNTOWN RIO CORRIDOR	80,436	-	-	-	80,436
18 75	FUTS - LONE TREE CORRIDOR	211,945	-	150,000	-	361,945
19 75	FUTS - BNSF TRAIL, WEST VILLAGE TO RIO	42,620	-	100,000	-	142,620
20 75	FUTS - LAKE MARY RD; BEULAH TO PONDEROSA	240,000	-	-	-	240,000
21 85	VISITOR CENTER RENOVATIONS	211,280	-	-	-	211,280
22 91	THORPE PARK IMPROVEMENTS	-	1,169,167	-	550,000	1,719,167
23 91	THOMAS FIELD IMPROVEMENTS	-	394,831	-	-	394,831
24 91	AQUATIC CENTER DESIGN	-	104,383	-	-	104,383
TOTAL BBB		<u>\$ 2,352,857</u>	<u>1,668,381</u>	<u>614,774</u>	<u>1,600,854</u>	<u>6,236,866</u>

BBB FUNDED PROJECTS
CAPITAL IMPROVEMENT PROGRAM
FY 2003-2004



The City of Flagstaff
August 2003
not to scale

SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

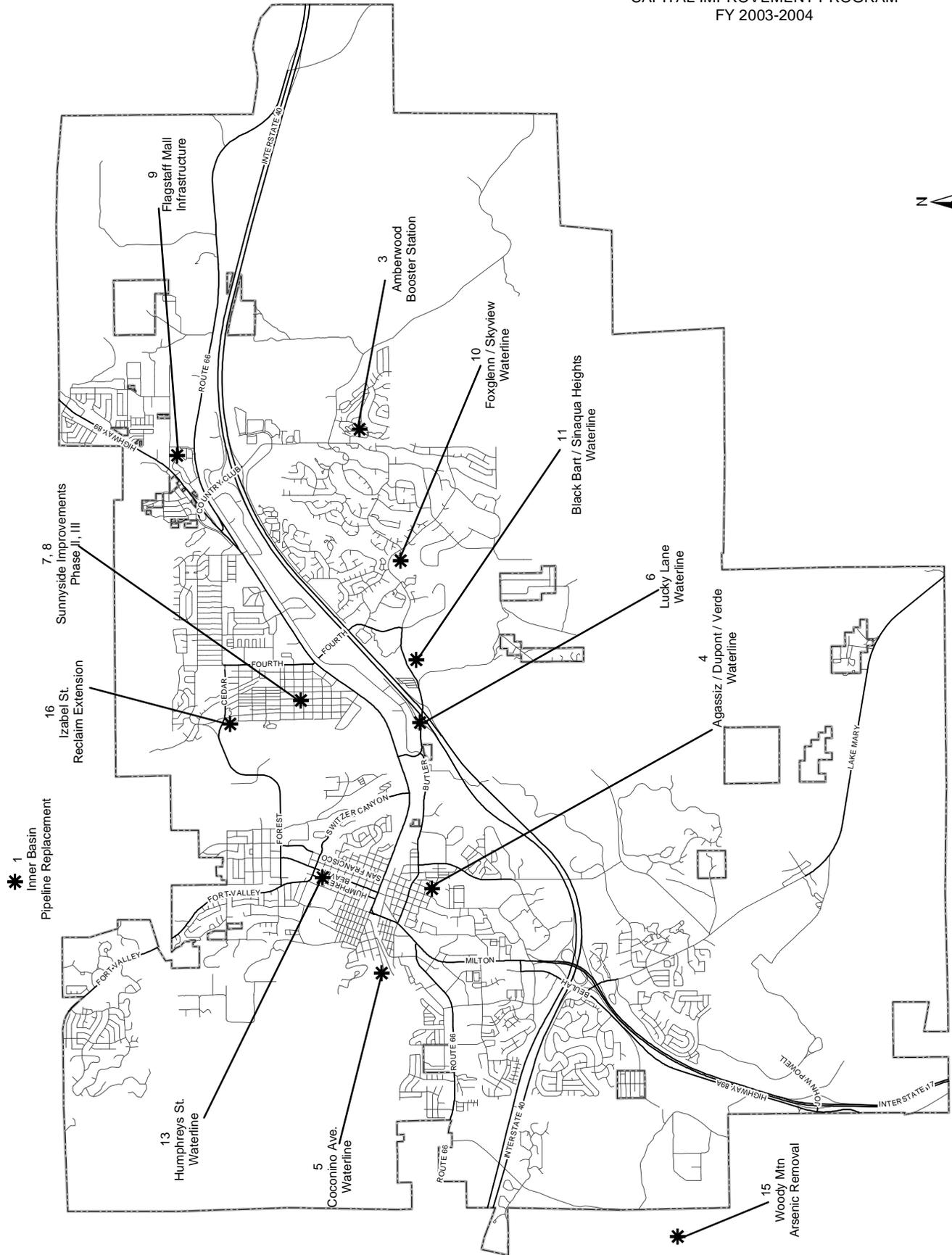
WATER
APPROPRIATIONS

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 47	INNER BASIN PIPE	\$ -	129,382
2 47	LAND ACQUISITION FUND	-	20,000
3 51	AMBERWOOD BOOSTER STATION	-	318,262
4 51	AGASSIZ/DUPONT/VERDE WATERLINE	154,771	167,595
5 51	COCONINO AVE. WATERLINE	107,590	130,657
6 51	LUCKY LANE WATERLINE - CARRYOVER	13,669	33,473
7 51	SUNNYSIDE PHASE II	993,573	993,573
8 51	SUNNYSIDE PHASE III	-	1,339,231
9 51	MALL INFRASTRUCTURE PROJECT	-	401,084
10 51	FOXGLENN/SKYVIEW WATERLINE	-	861,862
11 51	BLACK BART/SINGAUA HEIGHTS WATERLINE	-	830,703
12 51	RESERVE FOR REPLACEMENTS	-	115,927
13 51	HUMPHREYS WATERLINE	-	5,942
14 52	TOWN WELL #5	-	1,500,000
15 52	WOODY MTN ARSENIC REMOVAL	-	250,000
	TOTAL WATER	\$ 1,269,603	7,097,691

SOURCES OF FUNDING

DIV	PROJECT	OPERATING	TOTAL
1 47	INNER BASIN PIPE	\$ 129,382	129,382
2 47	LAND ACQUISITION FUND	20,000	20,000
3 51	AMBERWOOD BOOSTER STATION	318,262	318,262
4 51	AGASSIZ/DUPONT/VERDE WATERLINE	167,595	167,595
5 51	COCONINO AVE. WATERLINE	130,657	130,657
6 51	LUCKY LANE WATERLINE - CARRYOVER	33,473	33,473
7 51	SUNNYSIDE PHASE II	993,573	993,573
8 51	SUNNYSIDE PHASE III	1,339,231	1,339,231
9 51	MALL INFRASTRUCTURE PROJECT	401,084	401,084
10 51	FOXGLENN/SKYVIEW WATERLINE	861,862	861,862
11 51	BLACK BART/SINGAUA HEIGHTS WATERLINE	830,703	830,703
12 51	RESERVE FOR REPLACEMENTS	115,927	115,927
13 51	HUMPHREYS WATERLINE	5,942	5,942
14 52	TOWN WELL #5	1,500,000	1,500,000
15 52	WOODY MTN ARSENIC REMOVAL	250,000	250,000
	TOTAL WATER	\$ 7,097,691	7,097,691

WATER SYSTEM PROJECTS
 CAPITAL IMPROVEMENT PROGRAM
 FY 2003-2004



not to scale

The City of Flagstaff
 August 2003

SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

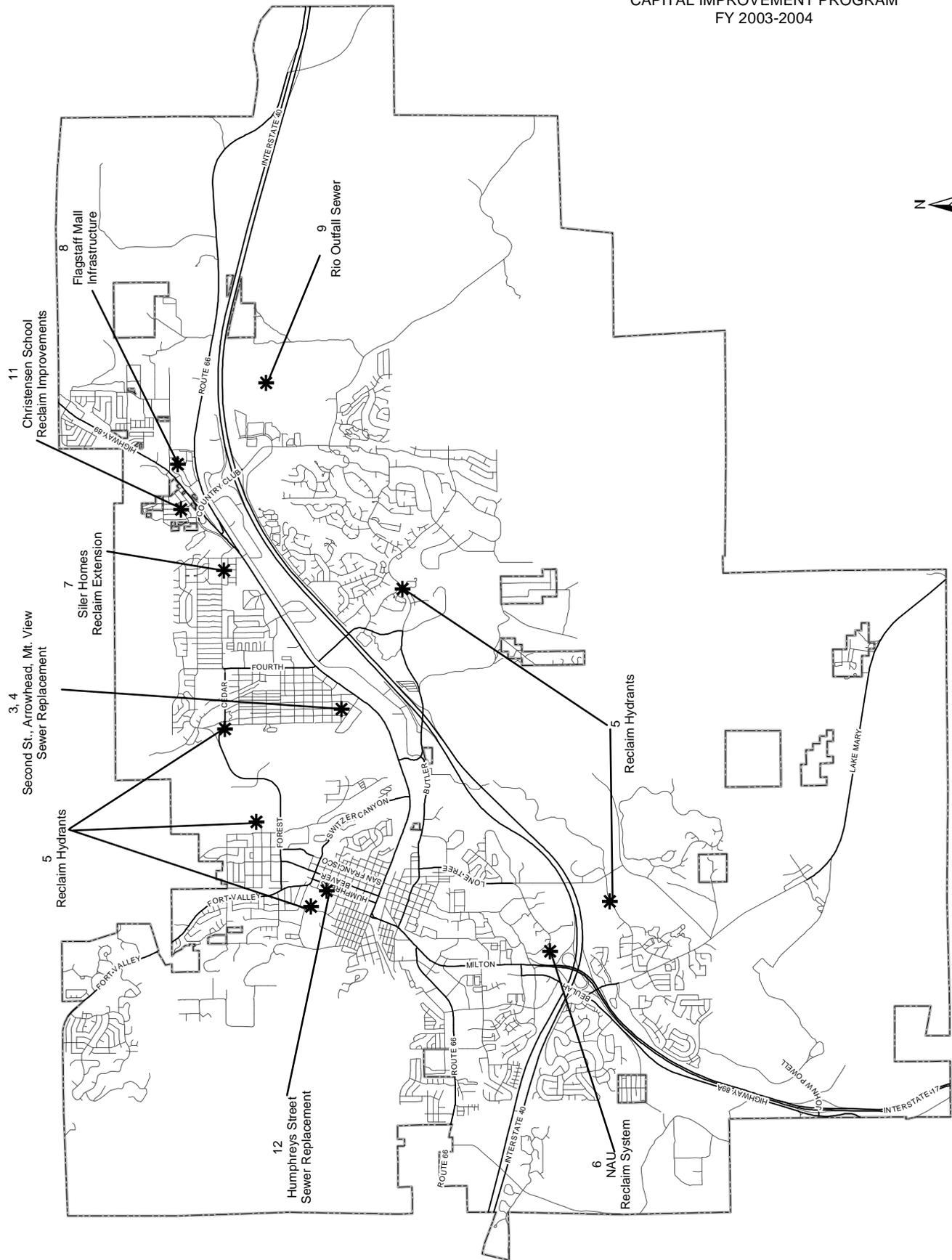
**WASTEWATER
APPROPRIATIONS**

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 57	WC UPGRADE/RECLAIM CONNECTION	\$ -	1,851,000
2 57	LOADOUT STATION	-	50,000
3 58	SECOND STREET SEWER REPLACEMENT	200,000	200,000
4 58	ARROWHEAD/MT VIEW SEWER	105,547	845,077
5 58	RECLAIM HYDRANTS	-	77,064
6 58	NAU RECLAIM SYSTEM	-	707,565
7 58	SILER HOMES RECLAIM EXTENSION	-	252,938
8 58	MALL INFRASTRUCTURE	-	406,084
9 58	RIO OUTFALL	-	236,402
10 58	RESERVE FOR IMPROVEMENTS	-	87,000
11 58	CHRISTENSEN SCHOOL RECLAIM IMPROVEMENTS	-	821,549
12 58	HUMPHREYS SEWER	5,835	5,835
TOTAL WASTEWATER		<u>\$ 311,382</u>	<u>5,540,514</u>

SOURCES OF FUNDING

DIV	PROJECT	OPERATING	TOTAL
1 57	WC UPGRADE/RECLAIM CONNECTION	\$ 1,851,000	1,851,000
2 57	LOADOUT STATION	50,000	50,000
3 58	SECOND STREET SEWER REPLACEMENT	200,000	200,000
4 58	ARROWHEAD/MT VIEW SEWER	845,077	845,077
5 58	RECLAIM HYDRANTS	77,064	77,064
6 58	NAU RECLAIM SYSTEM	707,565	707,565
7 58	SILER HOMES RECLAIM EXTENSION	252,938	252,938
8 58	MALL INFRASTRUCTURE	406,084	406,084
9 58	RIO OUTFALL	236,402	236,402
10 58	RESERVE FOR IMPROVEMENTS	87,000	87,000
11 58	CHRISTENSEN SCHOOL RECLAIM IMPROVEMENTS	821,549	821,549
12 58	HUMPHREYS SEWER	5,835	5,835
TOTAL WASTEWATER		<u>\$ 5,540,514</u>	<u>\$ 5,540,514</u>

WASTEWATER SYSTEM PROJECTS
 CAPITAL IMPROVEMENT PROGRAM
 FY 2003-2004



The City of Flagstaff
 August 2003

not to scale

SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

AIRPORT

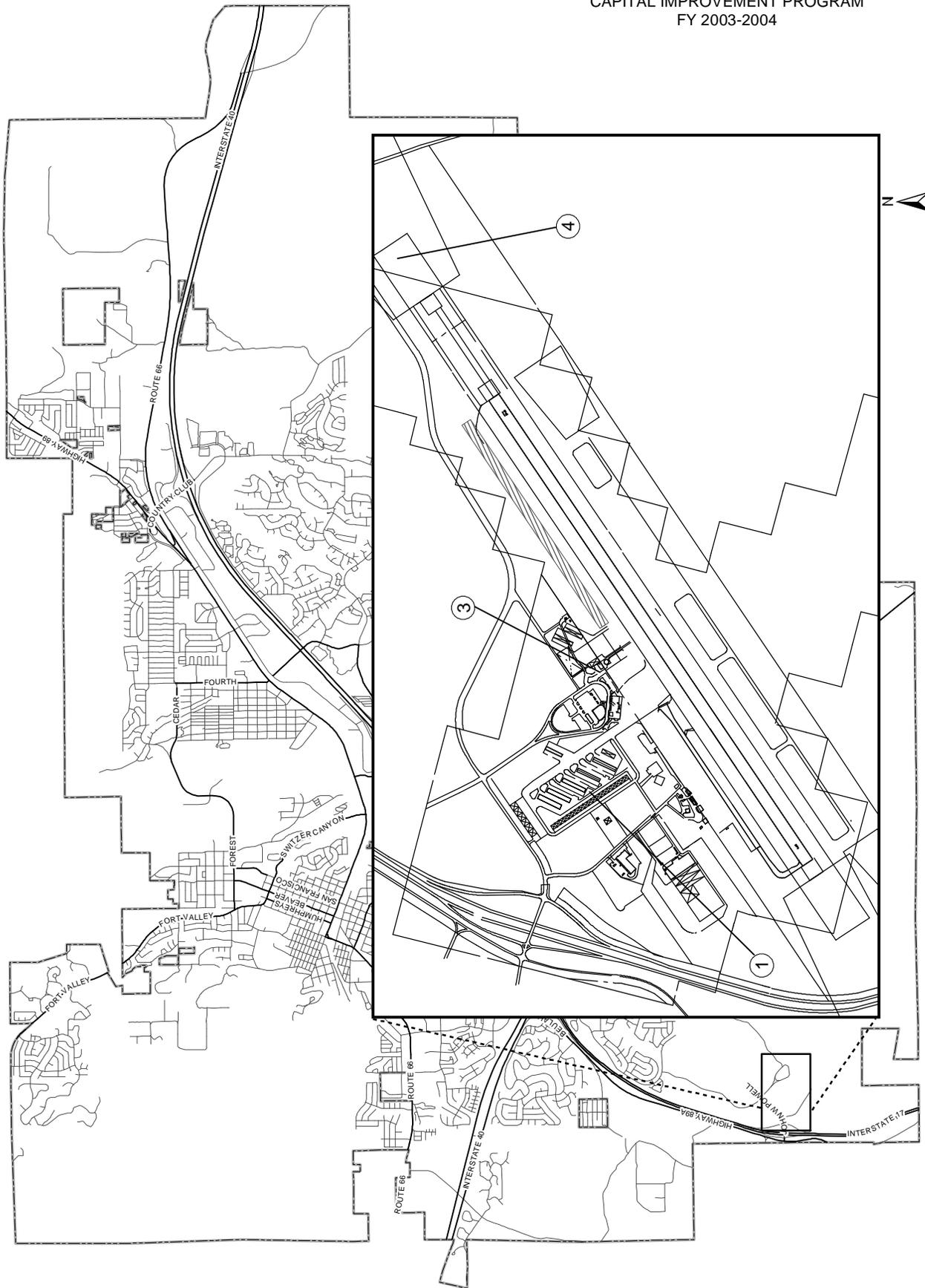
APPROPRIATIONS

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 37	DESIGN/BUILD BOX HANGARS AND SHADE	\$ 1,838,144	2,524,144
2 37	NEW MASTER PLAN AND NOISE STUDY	-	266,436
3 37	DESIGN/CONSTRUCT FIRE STATION	-	702,315
4 37	DESIGN/CONSTRUCT RUNWAY EXTENSION	375,726	375,726
TOTAL AIRPORT		<u>\$ 2,213,870</u>	<u>3,868,621</u>

SOURCES OF FUNDING

DIV	PROJECT	GRANTS	OPERATING	OTHER	TOTAL
1 37	DESIGN/BUILD BOX HANGARS AND SHADE	\$ -	-	2,524,144	2,524,144
2 37	NEW MASTER PLAN AND NOISE STUDY	246,190	20,246	-	266,436
3 37	DESIGN/CONSTRUCT FIRE STATION	677,986	24,329	-	702,315
4 37	DESIGN/CONSTRUCT RUNWAY EXTENSION	358,931	16,795	-	375,726
TOTAL AIRPORT		<u>\$ 1,283,107</u>	<u>61,370</u>	<u>2,524,144</u>	<u>3,868,621</u>

PULLIAM AIRPORT PROJECTS
CAPITAL IMPROVEMENT PROGRAM
FY 2003-2004



The City of Flagstaff
August 2003

not to scale

SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

**ENVIRONMENTAL SERVICES
APPROPRIATIONS**

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 41	MATERIALS RECOVERY FACILITY SITE ENTRY	\$ 240,000	320,000
2 41	LANDFILL CLOSURE SEASIDE	-	500,000
	TOTAL ENVIRONMENTAL SERVICES	<u>\$ 240,000</u>	<u>820,000</u>

SOURCES OF FUNDING

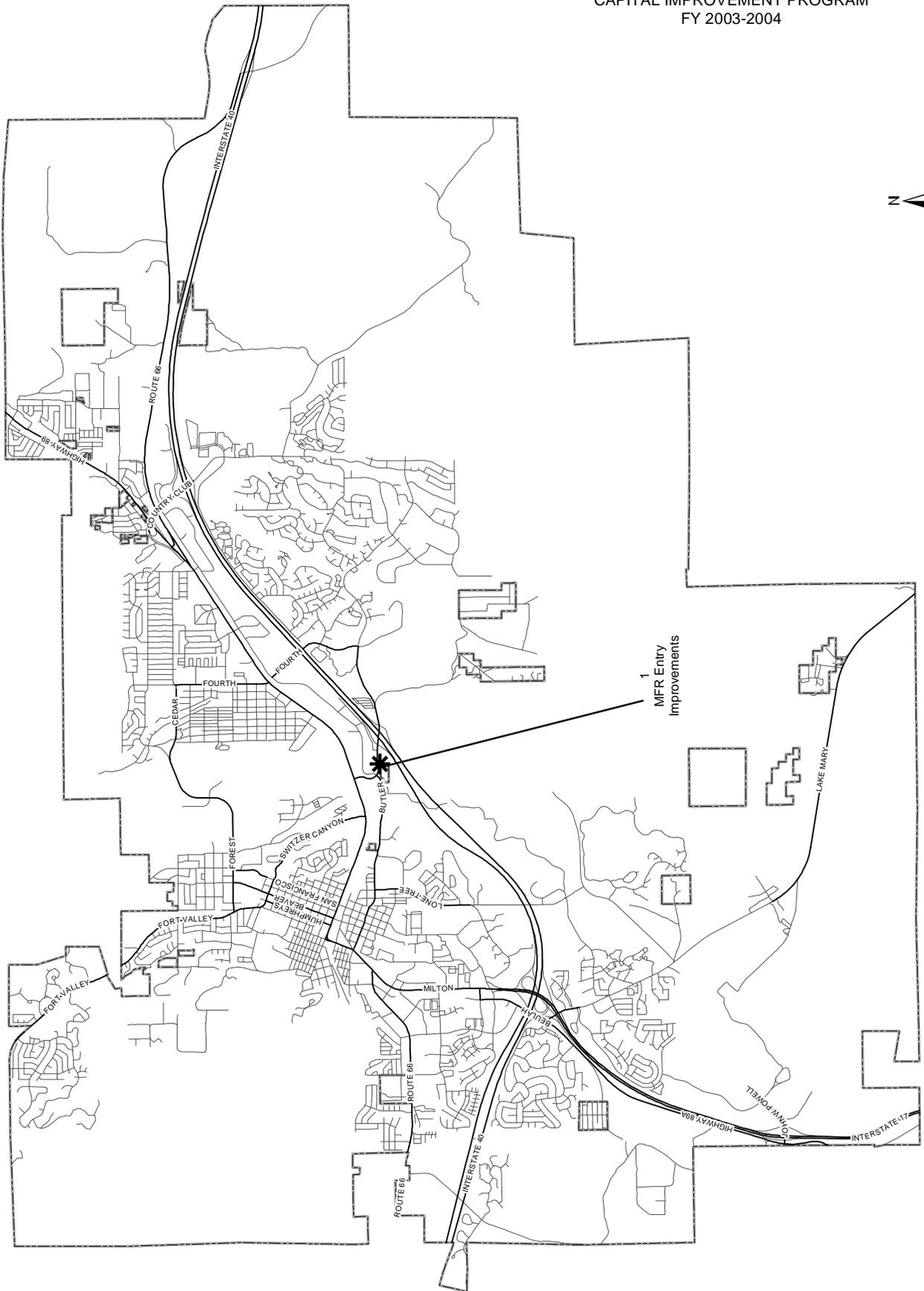
DIV	PROJECT	OPERATING	OTHER	TOTAL
1 41	MATERIALS RECOVERY FACILITY	\$ 240,000	80,000	320,000
2 41	LANDFILL CLOSURE SEASIDE	500,000	-	500,000
	TOTAL ENVIRONMENTAL SERVICES	<u>\$ 740,000</u>	<u>80,000</u>	<u>820,000</u>

ENVIRONMENTAL SERVICES PROJECTS
CAPITAL IMPROVEMENT PROGRAM
FY 2003-2004

The City of Flagstaff
August 2003



not to scale



SCHEDULE OF CAPITAL FISCAL YEAR 2003-2004

STORMWATER UTILITY
APPROPRIATIONS

DIV	PROJECT	CARRY FY 2003	BUDGET FY 2004
1 99	6TH AVENUE DETENTION BASIN	\$ -	215,000
	TOTAL STORMWATER UTILITY	\$ -	215,000

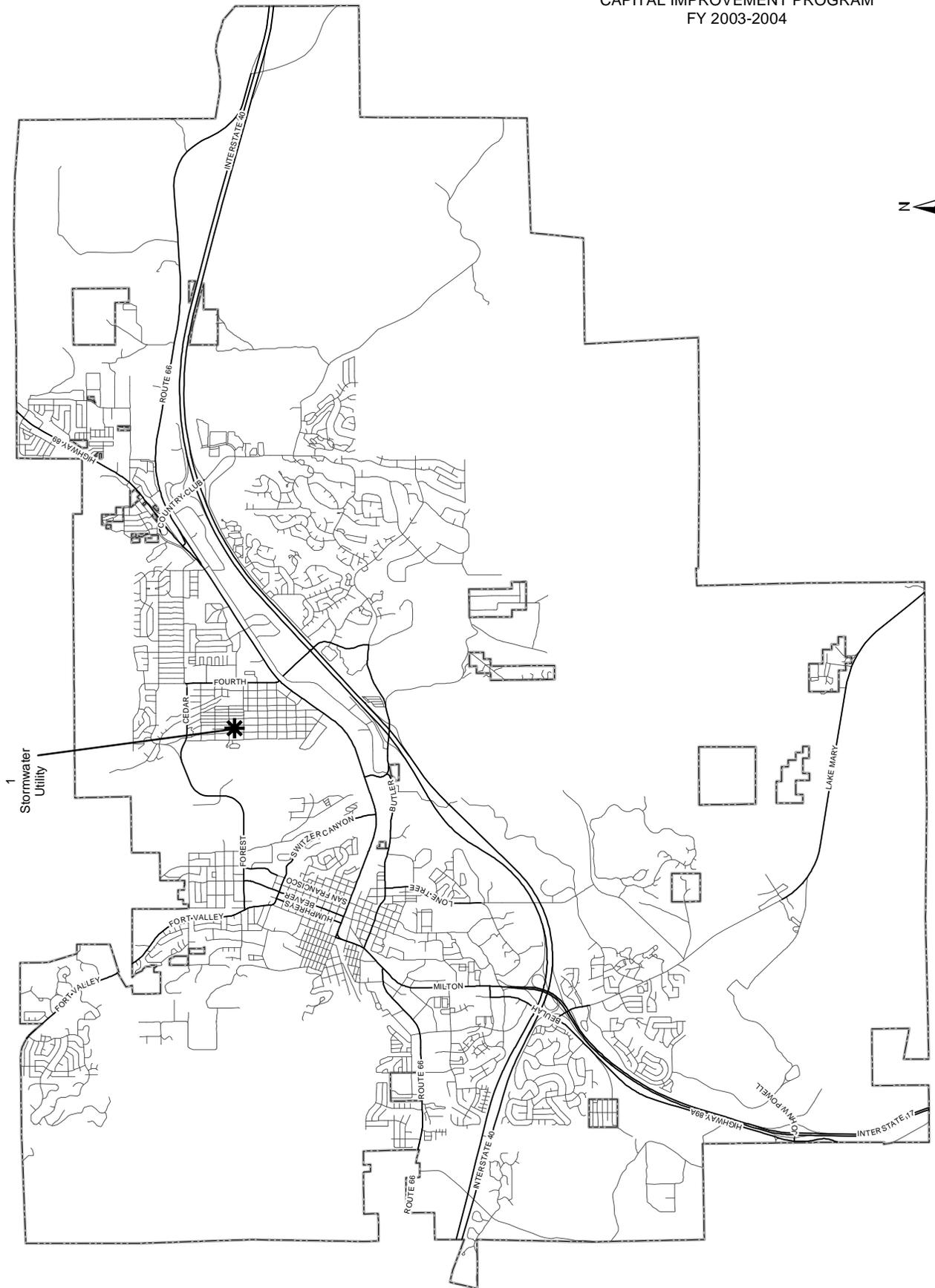
SOURCES OF FUNDING

DIV	PROJECT	OPERATING	OTHER	TOTAL
1 99	6TH AVENUE DETENTION BASIN	\$ 75,000	140,000	215,000
	TOTAL STORMWATER UTILITY	\$ 75,000	140,000	215,000

STORMWATER UTILITY PROJECTS
CAPITAL IMPROVEMENT PROGRAM
FY 2003-2004

The City of Flagstaff
August 2003

not to scale



PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

GENERAL GOVERNMENT

1. Air Conditioning at the Main Library

Install Central Air Conditioning at the Main Library. Annual Maintenance costs estimated to be approximately \$500.

2. Fire Training Center/Tower Relocation

A multi-purpose training center that provides the opportunity for firefighters to train and enhance skills. Operations and Maintenance costs estimated to be \$50,000.

3. Relocate 4 Fire Stations

Relocate 4 Fire Stations to more centralized locations providing improved response times, greater availability and more evenly distributed call volume. Operations and maintenance costs estimated to be \$320,000 annually for all four stations combined.

4. USGS Facilities

Construction of USGS Buildings, which will in turn be leased back to GSA. No O&M costs incurred by the City of Flagstaff.

5. Arroyo Park Improvements

Develop existing acreage to include lighting an existing ball field and adding paved parking, playground, courts, picnic area, walkways, etc. Annual O&M costs estimated to be \$16,720.

6. Buffalo Park Improvements

Pave parking area, entryway improvement; build permanent restrooms, additional picnic areas. Annual O&M costs estimated to be \$8,360.

7. Bushmaster Park Land Acquisition/Expansion

Acquire north side (Lockett) street frontage property/lots. No O&M costs anticipated at this time.

8. Cheshire Park Improvements

Develop approximately 8 acres of park to include turf/soccer field, walkways, Ramada, playground, and parking lot. Annual O&M costs estimated to be \$58,520.

9. Christensen Park Land Acquisition/Expansion

Acquisition of USFS land to provide park access and visible frontage – approximately 5 acres. O&M costs estimated to be \$250 annually.

10. Clay Basin West Park Development

Development of community Park, including Soccer fields, Ramadas, Picnic Areas, Playgrounds, Walkways, Nature Trails, Parking, etc. Annual O&M costs estimated to be \$85,800.

11. Continental Regional Park Development

Development of Regional Park including Soccer Fields, Trails, Ramadas, Playgrounds, Dog Park, Parking, BMX, Disc Golf, Maintenance Shop, etc. Annual O&M costs estimated to be \$250,000.

12. Joel Montalvo Park Improvements

Upgraded Parking and Landscaping with potential expansion onto the complete park property due to future fire station relocation.

13. Lake Mary Land Acquisition – Phase II

Acquisition of USFS Land for regional park development – Phase II purchase. Approximately 115 acres. Estimate Annual O&M costs are \$1,000.

14. Lake Mary Regional Park Developments – Phase I

Development of Regional Park including infrastructure, playgrounds, ramadas, skate track, inline hockey, outdoor courts, parking, trails and walkways, etc. Park may also serve as site for future recreation facilities. Estimated annual O&M costs are \$148,400.

15. McPherson Park Improvements

Renovate existing park features and provide additional amenities, including outdoor courts, ramadas/picnicking, trails, enhanced parking, etc. \$25,080 is the estimated annual O&M costs.

16. Paradise Area Land Acquisition

Acquisition of USFS Land for Neighborhood Park – approximately 7 acres. Annual O&M costs are estimated to be \$250.

17. Sunnyside Park Acquisition & Development

Acquire Land and develop Neighborhood Park for community gathering and events similar to Wheeler Park. Annual O&M costs estimated to be \$34,020.

18. Thorpe Park Improvements – Phase II

Selected phase II renovations and improvements, which may include relocating maintenance shop, new skate track, BMX, ramadas, lights for soccer field, parking lots. Estimated O&M costs annually are \$33,440.

19. Woodlands Village Park Land Acquisition

Acquire approximately 5 acres of land for Neighborhood Park. Annual O&M costs estimated to be \$250.

20. New City Shop Facility

The existing shop facility is outdated; over crowded and has little available parking. Annual O&M costs are estimated to be \$250,000.

21. Cemetery Entrance

Construct new entrance – add turn lane on Lone Tree Rd., bridge over the Sinclair wash, curb & gutter, gates, landscaping and signage. Estimated Annual O&M costs are \$3,000.

22. Cemetery Office Addition

Add 24' X 38' building addition for new office, family meeting area, employee break room, showers and restrooms. Annual O&M costs estimated to be \$4,000.

23. ACM Facility Testing and Surveys

Surveys and testing at existing or new City Facilities for Asbestos and other potential contaminates. No O&M costs associated with this activity.

24. Asbestos Abatement

Asbestos abatement in city facilities to facilitate operations and maintenance and/or minor building renovations. No O&M costs associated with this activity.

25. Environmental Soils Remediation

Investigation and remediation of contaminated soils at former fueling facilities, underground storage tanks and other contaminated soils. No O&M costs associated with this activity.

26. Underground Storage Tank Removal

Program established to remove underground storage tanks from City properties. No O&M costs associated with this activity.

27. Adult Center Expansion

Enlarge building by approximately 22,000 sq. ft to include a gymnasium, activity rooms, etc. Annual O&M costs estimated to be \$18,000.

28. Aquatic Center

Development of approximately 45,000 sq. ft. aquatic center to include leisure pool, lifestyle pool, and competitive pool components. Estimated Annual O&M costs are \$395,000.

29. Lighted Softball Complex

Build tournament quality Adult Softball Complex, includes fields, lights, concession and announcer areas, and restrooms. Annual O&M costs estimated to be \$158,760.

30. Multi Purpose Recreation Center

Development of approximately 50,000 sq. ft. recreation center, including indoor courts

(basketball, volleyball, soccer), activity and meeting rooms, and administrative space. Annual O&M costs estimated to be \$325,000.

31. Municipal Golf Course

Development of 18 hole golf course, driving range, practice tees and clubhouse. O&M costs yet to be determined.

32. Snow Play Area

Develop a snow play area. Estimated annual O&M costs are \$11,440.

33. Annual General Drainage

Design and Construct Drainage projects to resolve identified drainage problems.

34. Fanning Drive Wash Erosion Control

Design and Construction of channel improvements, grade control, and channel bank erosion control.

35. Malapais Lane Storm Drain

Design and construction of new storm drain and drainage inlets.

36. Rio De Flag Food Control Project

In conjunction with the US Army Corps of Engineers, the project consists of design and construction of flood damage reduction improvements on the Rio De Flag and Clay Avenue Wash as identified in the Feasibility Study and Environmental Impact Study.

37. University Heights Drive South Culvert Replacement

Design and construction of new concrete box culverts to replace existing culverts.

38. West Street Wash Detention Facility

Design and construction of a multi-use detention facility.

39. City Court Facility

New 15,000 sq. ft. City Court Facility

40. City Hall Annex

10,000 sq. ft. of additional city office space.

41. Downtown Gateway West Parking Garage

New parking garage for Downtown that will serve new developments, existing downtown businesses and City Hall.

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

STREETS/TRANSPORTATION

1. ADA Compliance

Replacement of non-conforming sidewalk and handicap ramps within public right-of-way.

2. Annual Street Maintenance

Annual crack sealing, seal coating and asphalt overlay.

3. Minor Traffic Improvements

Annual appropriation to fund street capacity, safety or Operational improvements (i.e. Traffic signals, turn lanes, etc.)

4. Reserves for Improvements - Streets

Annual allocation for unprogrammed street improvements and/or City participation in projects of other agencies (IE. ADOT, BNSF, NAU).

5. Route 66 Bus Pullouts – Phase II, III and IV

Construction of Bus Pullouts, shelter pad, right-of-way as needed, and reconstruction of sidewalks.

6. Sidewalk Replacement Program

Provides replacement of curb, gutter and sidewalk in cases where property owners contribute 50% of replacement costs.

7. Signal Synchronization - ATMS

Installation of Advanced Traffic Management System (ATMS) computer hardware and software, and fiber optic communications in loop around downtown.

8. Signal Synchronization

Installation of simultaneous synchronized clocks in all signals, development and implementation of timing plans. Estimated annual O&M costs are \$100,000.

9. Southside Traffic Improvements

Provide traffic signals and pedestrian improvements at Cottage Ave and Benton Ave intersections, potential streetscape improvements associated with the Southside redevelopment related to the Rio De Flag Flood control project. Annual O&M costs are estimated to be \$6,800.

10. Sunnyside Streets

Street and Drainage construction throughout Sunnyside neighborhood in conjunction with utility replacements. Annual O&M costs are estimated to be \$1,500.

11. Traffic Diverter at O'Leary

Design and construct raised, landscaped traffic diverter on South O'Leary St. at Butler Ave. Annual O&M costs Estimated to be \$500.

12. Fourth Street Rail Crossing

The connection of existing 4th Street from Rt. 66 to Huntington/Industrial Drive via a grade separated crossing.

13. Annual Street Maintenance

Increased pavement life cycle program. Increased maintenance costs and mercury lights replacement.

14. Brannen Avenue Paving

Class III street 800' in length. Project needs sidewalk, curb, and gutter (on both sides) and pavement. Street has commercial traffic mainly. Drainage-drains into Colorado Street. Annual O&M costs estimated to be \$606.

15. Butler Ave/4th Street Signal

Installation of new traffic signals.

16. Butler Avenue Bike Lanes

Widen 5,500 ft. of Butler Avenue by 7' to minimum 33' to accommodate two 4.5 ft. minimum bike lanes and two traffic lanes.

17. Commerce Avenue Paving

Class III Street, 1500' in length, needs curb, gutter, and asphalt and drainage. Existing surrounding improvements include; curb, gutter and sidewalks. Estimated annual O&M costs are \$1,136.

18. Corridor Studies – Lone Tree & West Arrowhead

Identification of improvements required for Lone Tree Road – to be implemented under Lone Tree Road reconstruction project.

19. Country Club/Oakmont

Intersection improvement of vertical alignment correction.

20. East Flagstaff Reinvestment

Empire Avenue Extension, Dodge Avenue Extension and the Mall Infrastructure. Shared funding with Westcor for the development of the roadway system through the mall including the redevelopment area. Includes the extension of Empire Avenue from Dakota Street to US 89 and the extension of Dodge

Avenue to old East Route 66. Annual O&M costs are estimated to be \$10,000.

21. Gabel Street Paving

Class II Street, 300' in length, project needs curb, gutter and pavement. The street leads to a recycling plant. Annual O&M costs estimated to be \$227.

22. Huntington Drive Improvements

Construct edge improvements (A.C., curb and gutter, sidewalk) to complete Huntington Drive To a COF type II roadway, between 2149 E. Huntington and Bronco Way; No landscape Anticipated. Funding includes southerly edge improvements from Bronco Way to Rush Truck Center as currently under design with Fourth Street Rail crossing project. Estimated O&M costs are \$2,940 annually.

23. I-40 T.I. Planning Studies

Studies to determine the viability of traffic interchanges along I-40 at Lone Tree Road and 4th Street.

24. Industrial Drive Paving

Class II, 4700' in length, needs curb, gutter and asphalt. 50' on each side of Eagle Mountain Drive has curb and gutter (south side of the road), and asphalt.

25. Killip School

Landscaping in the median

26. Lake Mary Road Bike Lanes

Widen the rural section of Lake Mary Road to min. 33-ft. to accommodate two 4.5-ft. min. bike lanes and two traffic lanes.

27. Lone Tree Road Reconstruction

Reconstruction of Lone Tree Road (on existing alignment) from south of Sawmill To Zuni – Actual project to be defined by corridor study to be performed in FY 2004. Annual O&M costs estimated to be \$2,500.

28. Marshall Elementary Sidewalk

Install new curb & gutter and sidewalk on the east side of Bonito Drive from Dale Avenue to Santa Fe Avenue.

29. New Traffic Signal PGM

Various traffic signal installations.

30. No Name Street Paving

Class III, 1400' in length, needs curb, gutter, sidewalks and asphalt. Located Adjacent to the county yard and is a hill flowing from Empire Avenue to Penstock. Annual O&M costs estimated to be \$1,061.

31. Penstock Avenue Paving

Class III, 1500' in length, needs curb, gutter, sidewalk, drainage and asphalt. Annual O&M costs estimated to be \$1,136.

32. Preston Road Paving

Class III Street, 700' in length. Needs curb, gutter, asphalt and drainage. Annual O&M costs estimated to be \$530.

33. Route 66 Bike Lanes - East

Reconstruct the existing shoulders – mill and replace on both sides for 25,600 ft. Repave 8' wide with new ADOT design rumble strips (min. 6-ft. clear paved shoulder).

34. Route 66 Bike Lanes – West re-stripe urban

sections with 4.5-ft. shoulder. Add pavement and re-stripe as necessary for continuous paved shoulder in the rural sections. Total length is 10,500'.

35. Sechrist Elementary/Fort Valley Road Corridor

Replace 4' sidewalk on the west side of Fort Valley Road from Navajo Road to Stevanna Way with a new 6' sidewalk.

36. Soliere Avenue Extension

Provide 3-lane roadway extension to S. Fourth Street with provision for traffic signal and turn lanes on Fourth Street. Annual O&M costs estimated to be \$1,500.

37. Soliere Avenue Bike Lanes

Widen 3800 ft. of Soliere Avenue by 6ft. to min. 33ft. to accommodate two 4.5 feet minimum bike lanes and two traffic lanes.

38. South Beaver Elementary

This project will improve pedestrian and bike facilities and provide a school drop-off zone. Traffic calming and circulation on Elery between Beaver Street and San Francisco Street will be evaluated.

39. Steves Blvd./Lakin Realign

Reconfiguration of Steves Blvd./Lakin Dr. intersection to allow for thru movements along Steves Blvd. and Lakin Dr. and including a dedicated right turn lane for southbound Steves Blvd. Approach to Rt. 66. Requires Traffic signal modifications at Rt. 66. Annual O&M costs estimated to be \$500.

40. Thomas/Lockett Intersection

New intersection, sidewalk and drainage improvements.

41. Thorpe Road Edge Improvements

Curb, gutter and sidewalk on north and south sides of Thorpe Road.

42. Traffic Signal Synchronization

Synchronization of Signal runs along major corridor throughout Flagstaff.

43. West Rt. 66 Widening at Woodlands Village Blvd.

Complete Type I Roadway and edge improvements (curb, gutter and sidewalk) at all intersection approaches. Estimated Annual O&M costs are \$750.

44. Weitzel School

Replace curb, gutter and sidewalk adjacent to Weitzel School.

45. West/Arrowhead Improvements

Provide design and construction of roadway and pedestrian improvements in accordance with Street section requirements to be identified by the West/Arrowhead corridor study. Annual O&M estimated to be \$2,600.

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

BBB

1. ADOT Gateway and Freeway Corridor

Design and construct in partnership with ADOT, Gateway installations at major entries into the City and freeway corridor improvements as warranted and approved. Annual O&M estimated to be \$500.

2. McMillan Mesa Open Space

Secure McMillan Mesa as open space with the City of Flagstaff allowing “paste back” development along the western edge. Annual O&M estimated to be \$14,000.

3. Neighborhood Open Space and Flagstaff Urban Trails

Acquire 750-1000 acres of core open space. Annual O&M estimated to be \$14,000.

4. Open Space Rehabilitation/Enhancement

Rehabilitation and enhancement as needed of city-owned open space corridors. Usually in connection with planned FUTS projects. Rehabilitation has included environmental remediation and reclamation, Vehicle access controls, identification monuments and map of city-owned open space.

5. Redevelopment Opportunity Fund

Contribution to Redevelopment planning, design and Projects.

6. Regional Open Space Projects

Secure Picture Canyon and Observatory Mesa Open Space. Annual O&M estimated to be \$12,000.

7. Rio de Flag Corridor

City portion of Corps of Engineers project. Enhancements only: FUTS, Landscaping, Hardscape, Bridge enhancements, Right of Way. Annual O&M costs estimated to be \$4,000.

8. Route 66 Streetscape: Enterprise to Arrowhead

Design and reconstruct multi-use path to current AASHTO standards.

9. Route 66 Streetscape: Fanning to Mall

Design and construct 10' wide multi-use path, minor landscaping and related improvements. Estimated annual O&M costs are \$3,000.

10. Route 66: Elden to San Francisco

Stabilize and partially restore historic locomotive and tender including removal of lead paint, repainting and miscellaneous other items.

11. Special Projects

Annual program covering small projects and partnered contributions throughout the City. Also includes some Clean and Green projects.

12. US 89 Streetscape

Streetscape and median landscaping as warranted and practical. New 10' wide paved multi-use path northeast side. Also includes gateway installation near Snowflake. Includes School connection Annual O&M estimated to be \$10,000.

13. FUTS ROW and Open Space Opportunity

Acquisition of Right of Way for planned future FUTS projects.

14. FUTS: 4th Street – Butler to Route 66

Standard 10' wide paved multi-use path. Does not include modification to ADOT Bridge over I-40. Annual O&M estimated to be \$2,000.

15. FUTS: Airport Area Connections across I-17

Standard 10' aggregate trail and related work. Utilize existing ADOT box under I-17 if feasible. Possible improvements across existing airport TI Bridge. Annual O&M costs estimated to be \$3,000.

16. FUTS: AZ Trail, Foot of Babbitt Way to Butler

Standard 10' packed aggregate trail and related work. Utilize existing ADOT box under I-17 if feasible. Annual O&M costs estimated to be \$2,000.

17. Bow and Arrow Wash Trail

Standard 10' packed aggregate Trail and related work. Estimated O&M costs annually are \$10,000.

18. FUTS: Downtown Rio Corridor

San Francisco to Birch Standard 10' paved multi-use path. Coordinate with Rio Project. City responsibility is paving only. Annual O&M estimated to be \$2,000.

19. East Flank McMillan Mesa

Standard 10' paved multi-use path and related work. ADOT coordination under I-40. Alignment not set North of Pine Knoll Drive – approximately 1.5 miles. Annual O&M costs estimated to be \$4,000.

20. Hospital Link

Standard 10' packed aggregate trail with related scope work. Approximately ½ miles. Annual O&M costs estimated to be \$1,000.

21. Lonetree Corridor

Standard 10' paved multi-use path and related work. ADOT coordination under I-40. Annual O&M estimated to be \$4,000.

22. McMillan Mesa System

Standard 10' aggregate surface and slope stabilization. Includes two planned bridges over cedar, one east of Turquoise, the other north of Gemini. Annual O&M costs are \$5,000.

23. MNA Link to USFS System

Standard 10' aggregate surface and related work. Annual O&M costs estimated to be \$1,000.

24. Rio De Flag North: Crescent to Cheshire

Standard 10' aggregate trail with bridge over Rio at MNA and related work. Annual O&M estimated to be \$4,000.

25. FUTS: Sinclair Wash Trail to Woody Mountain Road

Design and construct 10' wide multi-use path and related improvements. Annual O&M estimated to be \$3,000.

26. FUTS: Southside BNSF, West Village to Rio

Standard 10' path, proposed new ped-bike under crossing at Walnut, new steel bridge north or south side of RR at Sitgreaves, length approximately 2 miles (includes 7559 to consolidate projects). Annual O&M maintenance estimated to be \$5,000.

27. FUTS: Switzer Wash Trail

Standard 10' aggregate trail and related work. Utilize existing freeway culvert box. Annual O&M costs estimated to be \$2,000.

28. FUTS: Tunnel Springs Trail

Standard 10' aggregate surface and related work. Includes mitigations at RR Bridge. Annual O&M estimated to be \$5,000.

29. FUTS: University Highlands to Sinclair Wash Trail

Design and construct 10' wide multi-use path and related improvements. Annual O&M estimated to be \$2,000.

30. FUTS: University Highlands to Woody MTN Road

Design and construct 10' wide multi-use path and related improvements. Annual O&M costs estimated to be \$2,000.

31. FUTS: US 180 Multi-Use Path- Forest to Fremont

10' paved path with some landscaping. ADOT project with City coordination and oversight. Annual maintenance estimated to be \$5,000.

32. Lake Mary Road – Beulah to Ponderosa Trails Park

Standard 10' paved multi-use path and related work. Length approximately 1 mile. Annual O&M estimated to be \$3,000.

33. Aquatic Center Design and Engineering

Create site-specific feasibility and architectural-construction plans. Center is anticipated at over 45,000 +/- SF with leisure, lifestyle and competitive aquatic components.

34. Cheshire Park Land Acquisition/Expansion

Purchase 8+/- acres of land to expand existing neighborhood park. Annual O&M costs estimated to be \$500.

35. Christensen School Field Improvements

Improve Turf/field conditions to provide safe and accessible public recreation/soccer use. Annual O&M estimated to be \$35,000.

36. Continental Park Land Acquisition/Expansion

Acquisition of 100+/- acres of land to expand Community Park to regional category. Annual O&M costs estimated to be \$1,000.

37. Foxglenn Park Improvements

Development of 22 unimproved acres to complete the 28 acre park, including turf, playground, ramadas, restroom, parking lot, skate track,

walkways and landscaping. Annual O&M costs are estimated to be \$250,000.

38. Lake Mary Land Acquisition – Phase I

Acquisition of USFS land for a regional park development. Phase 1 purchase consists of 127+/- acres. Annual O&M costs are estimated to be \$1,000.

39. McMillan Mesa Park

Development to improve existing 3-acre park. Annual O&M costs are estimated to be \$21,000.

40. Thomas School Field Improvements

Improve field/turf to provide safe and accessible public recreation/soccer use. Annual O&M costs are estimated to be \$24,000.

41. Thorpe Park Improvements

Thorpe Park Master Plan and Phase I renovation project to improve existing softball fields, restroom, parking, walkways, pond, etc. (central section of park).

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

WATER

1. Inner Basin Pipeline

Replace approximately 14 miles of 14” and 16” concrete pipe with 16” ductile iron pipe. City crews replace approximately ½ mile each year and there is about 9 miles remaining to replace.

2. 27” Pipeline Replacement (LM Plant to Town)

Replacement of old 27” steel/concrete pipe that is not properly bedded.

3. Agassiz/Dupont/Verde Waterline

Replace approximately 1,725 feet of 2” galvanized waterline with 8” PVC main and add two fire hydrants.

4. Aspen Waterline (Sitgreaves/Aztec)

Replace approximately 1,400 feet of 4” waterline with 8” PVC main.

5. Beaver Street Waterline (Phoenix to Dupont)

Replace approximately 1,400 feet of 4” cast iron pipe with 8” PVC main.

6. Benton/SF Alley/Elden Waterline

Replace approximately 900 feet of 2” galvanized lines with 8” PVC mains; add hydrants on Benton and Elden.

7. Black Bart/Sinagua Heights Waterline

Install approximately 4,200 feet of 18” pipe and install one pressure reducing station.

8. CC College to NAU Waterline

Approximately 1,600 feet of 12” waterline from Coconino Community College to the NAU system.

9. Coconino Avenue Waterline

Replace approximately 820 feet of 2” and 4” pipe with 8” PVC.

10. Elm Street Waterline

Replace approximately 620 feet of 2” pipe with an 8” PVC main.

11. Foxglenn/Skyview Waterline

Install approximately 5,200 feet of 18” pipe.

12. Franklin Waterline – Beaver to Lone Tree

Replace 2” and 4” galvanized pipe with 8” PVC and add fire hydrant. Approximately 2,260’ of new main.

13. Mohawk Drive Waterline

Replace approximately 380 feet of 2” pipe with 8” PVC.

14. N. San Francisco Alley Service Replacements

Replace 12 service lines to front of homes to abandon old line in alley.

15. Park Street Waterline (Santa Fe to Dale)

Replace 1,400 feet of existing 2” cast iron pipe with 8” PVC main.

16. Pinal/Papago Alley Waterline

Replace approximately 695 feet of 2” pipe with 8” PVC waterline.

17. Ponderosa Trails to Airport Waterline

Install approximately 3,000 feet of 12” waterline from the existing 12” Ponderosa Trails waterline to the new Ft. Tuthill waterline.

18. Radio Read Meters

Conversion of 1,000 water meters to radio read for pilot test.

19. Reserves for Improvements

Annual Reserve for Unanticipated Line Replacements and over sizing that may occur.

20. Reservoir Filtration Plant to Turquoise
Water Line replaces approximately 11,600' of 16" waterline with 18" PVC main.

21. Sunnyside Improvements
Replacement of undersized waterlines in Sunnyside. Project includes drainage, sewer, sidewalk, and street improvements in locations where waterlines are being replaced.

22. Talkington/Lynn/Elizabeth Waterline
Replace approximately 1,800 feet of 2" galvanized mains with 8" PVC.

23. Thomas Park Waterline
Relocate approximately 650 feet of 12" waterline that was not installed in existing adjacent easement.

24. Tombstone Ave./Alley Waterline
Replace approximately 625 feet of 2" and 3/4" pipe with 8" PVC main.

25. Walapai Drive Alley Waterline
Replace approximately 900 feet of 2" pipe with 8" PVC main.

26. Clarifier Drive Assemblies
Replace existing clarifier drive units with "oil free" drive equipment and collector system. Annual O&M estimated to be \$200.

27. Flocculator Drive Assemblies
Convert flocculators to lightweight poly paddles, individual VFD drives and exterior mounted sprockets, drive chains, and related equipment. Annual O&M estimated to be \$200.

28. Gas Chromatograph
Purchase of gas chromatograph unit for lab.

29. Lake Mary Wellfield – LM #2 12" Waterline
Design and construct a 12" pipeline from LM #2 to raw water pump station. Abandon existing line.

30. SCADA Upgrades
Upgrade of SCADA system to keep with improving technology.

31. Water Production Lines
Design, drilling and equipping of additional water wells. Annual O&M costs estimated to be \$200,000.

32. Water System Optimization
Funds budgeted for continuization of EMA optimization process and automation of water treatment processes. Include computer hardware for CMMS, training and skill based pay.

33. Water System Vulnerability Assessment
Complete vulnerability assessment to determine security Weakness in the city water system.

34. Woody Mountain Arsenic Removal
Arsenic removal equipment for Woody Mountain Wells.

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED
WASTEWATER

1. Additional Digester/Wildcat
Additional Digester for solids treatment. Annual O&M costs estimated to be \$3,600.

2. Coat Wildcat Digestors
Apply protective coating to interior walls of two digestors. Includes raising the floating covers.

3. EMA System Improvements
Funds budgeted for automation of wastewater treatment process.

4. Grease Treatment Tank
Design and construction of an additional grease treatment tank to handle restaurant grease that is hauled into the plant. Annual O&M costs estimated to be \$3,000.

5. Paint Buffalo Park Reservoir
Repaint the exterior of Buffalo Park tank.

6. Reclaim System Expansion
Reclaim System Expansion.

7. Replacement Dredge
Replacement of sludge removal dredge. Used to remove sludge from stabilization basins. Annual O&M costs estimated to be \$4,000.

8. Rio Plant Additional Filter
Addition of two tertiary dual media filters to plant. Filters to be enclosed. Project includes design and construction. Annual O&M costs estimated to be \$5,000.

9. Rio Plant Chip seal
Chip seal roadways around Rio plant.

10. Rio Plant Clarifier/Skimmer Modification
Modification of secondary clarifier skimmer mechanism to a conventional national Hydro mechanism.

11. Rio Plant SCADA

Upgrade of SCADA system for plant.

12. Rio Plant UPS

Replacement un-interruptible power supply for the SCADA system.

13. Wildcat Blast and Mortar Wash

Sandblasting and replacing the finish coat of mortar wash on the exterior of the buildings.

14. Wildcat Boiler Replacement

Replacement of Cleaver Brooks Boiler. Annual O&M costs estimated to be \$1,000.

15. Wildcat Hill Plant – Coating of Secondary

Clarifier application of protective coating on secondary clarifiers.

16. Wildcat Hill Plant – Loadout Replacement

Relocation of reclaimed water loadout facility

17. Wildcat Hill Plant I - Crackseal

Roadway crackseal.

18. Wildcat Hill Plant II - Crack seal

Roadway crack seal.

19. Wildcat Hill Wastewater Plant

Roadway Crack and chip seal.

20. Wildcat Piping Replacement

Replacement of gas piping throughout the plant.

21. Wildcat Primary Clarifier Coating

Protective coating of primary clarifier basins.

22. Wildcat Treatment Upgrade/Reclaim Expansion

Upgrade plant to have nitrogen removal – Class reclaimed water. Annual O&M costs estimated to be \$235,000.

23. Wastewater Plant Expansion

Design and construction of expansion to accommodate increase sewage flows. Determination of where plant will be is based on where future development takes place.

24. Arrowhead/MTN View Sewer Replacement

Replacement of approximately 5,400' of 6" sewer along Arrowhead and Mtn. View from MH 9-37 to MH 9-38 to MH 9-12 to MH 9-33.

25. Butler/Ellery Sewer

Replacement of approximately 1,900 feet.

26. Cherry Hill Sewer Replacement

Replacement of approximately 2,040 feet of sewer.

27. Circle View Sewer

Replacement of approximately 1,000 feet of sewer.

28. Continental Outfall Sewer

Upsize line to 33" for approximately 1,400 feet between manholes M17-008 downstream to MH 17-001.

29. Hillside Sewer Replacement

Replacement of approximately 400 feet of sewer.

30. Huntington/Old Sewer Plant Upsize

Upsize approximately 2,200' of 21" and 24" VCP to 30" PVC sewer.

31. KCLS Sewer Extension

Replacement of approximately 200 feet of 8" diameter sewer.

32. Lower Greenlaw Sewer Replacement

Replacement of approximately 1,903 feet of sewer between several manholes.

33. Mike's Pike Sewer Replacement

Replacement of approximately 1,400 feet of sewer.

34. NAU Reclaim System

Installation of approximately 15,000 feet of various sized reclaimed water lines to convert the NAU campus to reclaimed water use.

35. North Sunnyside Sewer Replacement

Replacement of approximately 5,900 feet of sewer.

36. Phoenix Sewer (Beaver/San Francisco)

Replacement of approximately 875 feet of sewer on East Phoenix Avenue between Beaver and San Francisco.

37. Reclaim Hydrants

Install five hydrants on the reclaimed water system for construction and fire fighting.

38. Reclaimed Water Loadout Station

Loadout station for the sale of reclaimed water. Annual O&M costs estimated to be \$1,000.

39. Reserves for Improvements

Annual reserve for unanticipated line replacements and over sizing agreements that may occur.

40. Rio Outfall

Annual cost to slip line and parallel approximately 1-3/4 miles of 33" diameter sewer.

41. South Beaver Street Sewer

Replacement of approximately 932 feet of 6" sewer from Benton Avenue south on Beaver to Butler.

42. San Francisco Sewer Replacement
Replacement of approximately 520 feet of sewer.

43. Siler Homes Reclaimed Water Extension
Installation of 1,300' of 6" PVC reclaimed water line and associated meters to serve Siler Homes.

44. Terrace/Birch Sewer Replacement
Replacement of 1,345 feet of 6" VCP sewer.

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

AIRPORT

1. Construct Box Hangars and Shade Hangar
Design and build six (6) 60'X60' and up to fourteen (14) 50'X50' box hangars to accommodate larger aircraft. Also construct one 10-unit shade hangar. Annual O&M costs estimated to be \$5,000.

2. Access Road Construction
JWP extension to Lake Mary Road.

3. Airport ARFF Facility
Airport rescue/fire facility – a 4,800 square foot equipment bay and 1,700 square foot administrative area, access road, parking lot, fencing, drainage, apron and utility. Annual O&M costs estimated to be \$10,000.

4. Airport Master Plan
Complete new 20-year master plan to include environmental assessments and noise study.

5. Construct New Parallel Taxiway North
Construct new parallel taxiway north from terminal to the end of runway 21. Install appropriate lighting and marking. Approximately 4,000 feet by 50 feet. Install new connecting taxiways and remove old taxiway pavements. Annual O&M costs estimated to be \$10,000.

6. Construct Runway Extension
Extend runway north 1,200'-1500'. Build 1,000' safety area. Build associated taxiway and security fencing. Annual O&M costs estimated at \$5,000.

7. JWP/Pulliam Widening
Design and construction of curb/gutter sidewalk and road widening – FUTS trail.

8. Land Acquisition
Acquire 640 acres of land in proximity to the Airport.

9. Runway 03 Safety Area Rehabilitation
Fill and level 1,000'X250' safety area at end of runway to meet FAA criteria. Annual O&M costs estimated to be \$300.

10. Taxilane/Apron – General Aviation
Design and construct taxilane and apron for new general aviation hangar area. Annual O&M estimated to be \$5,000.

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

ENVIRONMENTAL SERVICES

1. Wind Blown Litter Fence-Carryover
Construction of a wind blown litter fence at the property boundary of the landfill is required. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

2. Vadose Zone Wells-Landfill
Vadose zone monitoring wells require a raise in 10' increments concurrent with landfill operations. Vadose zone monitoring wells were required per the landfill operating permit to satisfy the ground water safety monitoring requirement. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

3. Methane Gas Mitigation-Carryover
The landfill has developed a problem exceeding regulatory limits of methane gas at the property boundary. A passive trench system has been installed to alleviate the problem. These funds allow for an alternate solution should the trench system fail. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

4. Tree Clearing-Landfill
To 100 acre lateral expansion of the landfill has heavy growth of ponderosa pines throughout. The trees need to be removed in phases to enable landfill crews to begin excavation. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

5. Stormwater Mgmt-Landfill-Carryover
The landfill operating permit requires the installation of systems to control stormwater runoff. The system design is complete and the system will be installed incrementally. Operating budget impacts are not yet

quantified and would be offset through the landfill rate structure model.

6. Methane Monitoring-Landfill-Carryover

The landfill operating permit requires the installation of monitoring wells at the property boundary. Several existing wells are located on the interior of the property boundary, so new wells will be installed at the new boundary as needed. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

7. MRF Entry Improvements-Carryover

In conjunction with Norton Environmental and BNSF, this would allow for the City’s portion of the spur crossing to be constructed by BNSF. There would not be an operating cost impact due to this renovation at the recycling facility.

8. Bin Storage Area

Construction of a 6’ high slated chain link fence, gates, pavement, grading, and other related work to meet DRB mandates for storage adjacent to residential solid waste building. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

9. Completion of Tier II Analysis

Consultant fees for scheduled projects at the landfill. Operating budget impacts are not yet quantified and would be offset through the landfill rate structure model.

10. Landfill Closure Set Aside

Federal and state regulations require that environmental damage caused by landfills be mitigated and that action be taken to prevent future damage. This allows for the future anticipated closure and post closure costs. The funds that are set aside represent the future operating impact.

PROJECT DESCRIPTIONS—FUNDED AND UNFUNDED

STORMWATER

1. 6th Avenue Detention Basin

Design and build flood control project to detain upstream flows in the Sunnyside neighborhood.

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM SUMMARY
FISCAL YEARS 2003-2009**

	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
Beginning Balance	\$ 1,671,206	-	-	-	-	-	-	-	-
Resources									
Bonds	12,477,404	6,069,820	10,830,956	9,966,547	2,898,746	115,755	1,953,800	10,184,100	42,019,724
Grants	14,439,884	7,640,660	7,448,345	5,066,848	6,843,600	4,233,460	3,703,176	2,811,800	37,747,889
Pay-as-you-go	43,489,500	24,642,567	42,217,893	30,061,074	25,389,770	14,646,440	12,140,924	7,556,021	156,654,689
Total Resources	70,406,788	38,353,047	60,497,194	45,094,469	35,132,116	18,995,655	17,797,900	20,551,921	236,422,302
Expenditures									
General Government	9,619,997	3,586,603	10,674,007	1,155,000	728,000	365,000	285,000	281,000	17,074,610
Public Works: Streets	24,752,053	14,578,955	26,840,242	15,263,547	8,180,046	4,449,755	6,498,000	6,690,000	82,500,545
BBB	8,556,952	5,201,334	6,004,157	4,339,836	1,680,000	2,130,000	1,430,000	805,000	21,590,327
Utilities: Water	9,023,763	7,269,248	6,714,954	3,593,800	4,093,100	3,978,900	951,000	1,209,300	27,810,302
Utilities: Wastewater	3,430,162	2,153,798	5,338,869	12,219,100	12,205,200	817,000	2,678,900	8,013,800	43,426,667
Airport	7,302,843	4,932,460	3,889,965	7,498,186	7,195,770	5,290,000	4,575,000	2,202,821	35,584,202
Environ Svc & Stormwater	1,246,249	630,649	1,035,000	1,025,000	1,050,000	1,965,000	1,380,000	1,350,000	8,435,649
Total Expenditures	63,932,019	38,353,047	60,497,194	45,094,469	35,132,116	18,995,655	17,797,900	20,551,921	236,422,302
Ending Balance	\$ 8,145,975	-	-	-	-	-	-	-	-

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
General Government									
Fire Station 2 raise beam	\$ 20,000	2,563	-	-	-	-	-	-	2,563
Parks and Recreation	607,867	328,283	689,269	135,000	135,000	135,000	135,000	135,000	1,692,552
Environmental and Facilities									
Asbestos-Facilities Testing/Surveys	130,000	130,000	-	-	-	-	-	-	130,000
Underground Storage tanks	50,000	27,320	-	-	-	-	-	-	27,320
Soils Remediation	115,023	60,000	-	-	-	-	-	-	60,000
Remodel CD Service Counter	26,243	26,243	-	-	-	-	-	-	26,243
Other projects									
USGS Improvements	333,208	225,818	150,000	-	-	-	-	-	375,818
Police/ Sheriff Facility	34,500	29,940	-	-	-	-	-	-	29,940
Remodel of Courthouse	26,830	26,830	-	-	-	-	-	-	26,830
Drainage									
General Drainage	153,914	134,499	-	-	-	-	-	-	134,499
Rio De Flag Hydrology Study	4,273,042	957,302	5,052,738	870,000	443,000	80,000	-	-	7,403,040
Thorpe Road Drainage	18,116	22,542	-	-	-	-	-	-	22,542
Non-Departmental									
Knolles property Payment	500,000	500,000	-	-	-	-	-	-	500,000
Bank one Remodel	250,000	250,000	-	-	-	-	-	-	250,000
ADA Improvements	350,000	-	-	-	-	-	-	-	-
Downtown Improvements	1,487,000	-	-	-	-	-	-	-	-
Heil Purchase	-	-	455,000	-	-	-	-	-	455,000
Redevelopment Acquisitions	-	-	3,637,000	-	-	-	-	-	3,637,000
General Fund Capital Projects									
USGS Facility-1997 Bond	136,590	104,503	-	-	-	-	-	-	104,503
Library									
East Flagstaff Branch	322,664	375,760	-	-	-	-	-	-	375,760
Air Conditioner - Main Library	-	-	100,000	-	-	-	-	-	100,000
Remodel Bathrooms - Main	-	-	40,000	-	-	-	-	-	40,000
Real Estate Proceeds									
Redevelopment Acquisitions	785,000	385,000	550,000	150,000	150,000	150,000	150,000	146,000	1,681,000
Total General Government	\$ 9,619,997	3,586,603	10,674,007	1,155,000	728,000	365,000	285,000	281,000	17,074,610

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget	Estimate	Budget	Total						
	2002-2003	2001-2002	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	Plan	
BBB										
Beautification										
Special Projects (Neighborhoods)	\$ 25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	175,000	
Route 66 - Verde To Switzer Canyon	20,000	20,000	-	-	-	-	-	-	20,000	
Rio De Flag Corridor - Enhancements	50,000	50,000	100,000	100,000	100,000	750,000	100,000	-	1,200,000	
Openspace Restoration/Enhancements	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000	
Sign Buyout Program	6,285	6,285	-	-	-	-	-	-	6,285	
Route 66 - Eiden To San Francisco (Incl 2 Spot)	10,000	10,000	20,000	-	-	-	-	-	30,000	
Route 66 - Fanning To Mall	70,000	20,941	105,854	400,000	-	-	-	-	526,795	
Route 66 - Enterprise To Arrowhead	225,000	27,218	288,261	-	-	-	-	-	315,479	
Route 66-Enterprise/Butler	-	2,570	-	-	-	-	-	-	2,570	
US 89 Railroad to Snowflake	80,690	89,730	510,726	400,000	-	-	-	-	1,000,456	
Redevelopment Opportunity Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000	
Adot Fwy Corridor & TI Enhance Pthrshp	215,000	189,075	75,000	75,000	75,000	75,000	75,000	100,000	664,075	
FUTS-Right of Way & Open Space Opportunity	100,000	110,561	100,000	100,000	100,000	100,000	100,000	100,000	710,561	
FUTS-Rio To Foxglenn: Ph. I & II	50,000	20,000	-	-	-	-	-	-	20,000	
FUTS-Fisher Point & Az. Trail Row	30,000	31,500	-	-	-	-	-	-	31,500	
FUTS-Crescent To Cheshire: Phases I & II	275,000	100,000	398,963	-	-	-	-	-	498,963	
FUTS-Bow & Arrow I & II	260,000	141,226	105,376	-	-	-	300,000	-	546,602	
FUTS-U.S. 180 Sechrist To Fremont	300,000	50,000	750,000	-	600,000	-	-	-	1,400,000	
FUTS-Enterprise/Az Trail	-	-	-	-	250,000	-	-	-	250,000	
FUTS-Hospital Link - Forest to Beaver	125,000	125,000	48,825	-	-	-	-	-	173,825	
FUTS-Museum N. Az to Eiden Lookout Rd.	-	-	-	-	-	100,000	-	-	100,000	
FUTS-Mc Millian Mesa E. Slope; Cedar to Izabel	-	-	-	-	-	200,000	-	-	200,000	
FUTS-Fourth Street, Butler to Rt. 66	-	-	-	-	-	-	150,000	-	150,000	
FUTS-Switzer Wash; Butler to Huntington	-	-	-	-	-	-	150,000	-	150,000	
FUTS-Tunnel Springs Trail	130,150	130,150	75,000	-	-	-	-	-	205,150	
FUTS-Mc Millian Mesa	-	-	214,425	200,000	200,000	-	-	-	614,425	
FUTS-Downtown Rio Corridor	50,000	50,000	80,436	550,000	-	-	-	-	680,436	
FUTS-Lonetree Corridor	250,000	150,000	301,945	-	-	-	-	-	451,945	
FUTS- Walnut To Rio	50,000	32,340	142,620	1,000,000	250,000	-	-	-	1,424,960	
FUTS-Lake Mary Rd; Beullah to Ponderosa Tr.	250,000	4,025	188,565	-	-	-	-	-	192,590	
FUTS-West Village To Walnut	50,000	513	-	-	-	-	-	-	513	
FUTS - Reserves	-	-	-	-	-	-	150,000	500,000	650,000	
FUTS-Airport - Tuthill Impr. & Connections	-	-	-	-	-	650,000	-	-	650,000	
FUTS-Sinclair Wash to Woody Mtn. Road	-	-	-	-	-	-	150,000	-	150,000	
FUTS-U Highlands to Woody Mtn Rd	-	-	-	-	-	-	150,000	-	150,000	
FUTS-U Highlands to Sinclair Wash	-	-	-	-	-	150,000	-	-	150,000	

	Budget 2002-2003	Estimate 2001-2002	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
BBB (continued)									
Tourism									
Milligan House Improvements	10,000	-	-	-	-	-	-	-	-
Building Improvements-Visitor Center	200,000	-	211,280	-	-	-	-	-	211,280
Recreation									
Continental Land Acquisition	900,000	900,964	-	-	-	-	-	-	900,964
Thorpe Park	110,944	111,783	1,682,667	-	-	-	-	-	1,794,450
Christensen	443,196	48,471	-	384,836	-	-	-	-	433,307
Thomas	396,222	7,000	394,831	-	-	-	-	-	401,831
Foxglenn Park	1,804,899	1,847,629	-	-	-	-	-	-	1,847,629
McMillan Mesa Park	164,566	19,353	-	-	-	-	-	-	19,353
Cheshire Land Acquisition	800,000	800,000	-	-	-	-	-	-	800,000
Lake Mary Land Acquisition	1,025,000	-	-	1,025,000	-	-	-	-	1,025,000
Aquatic Center Design Work	-	-	104,383	-	-	-	-	-	104,383
Total BBB	\$ 8,556,952	5,201,334	6,004,157	4,339,836	1,680,000	2,130,000	1,430,000	805,000	21,590,327

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget	Estimate	Budget	Budget	Budget	Budget	Budget	Budget	Total
	2002-2003	2001-2002	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	Plan
Streets/Transportation									
Streets									
Curb, Gutter, Sidewalk	\$ 15,000	12,517	15,000	15,000	15,000	15,000	15,000	15,000	102,517
Schultz Pass Rd Realign	-	6,510	-	-	-	-	-	-	6,510
Overlay	2,133,954	2,107,387	1,601,071	1,550,000	1,650,000	1,700,000	1,750,000	1,800,000	12,158,458
Lake Mary Rd @ LDS	-	16,502	-	-	-	-	-	-	16,502
Enterprise/Butler Reconstruction	3,873,282	2,085,353	-	-	-	-	-	-	2,085,353
Southside Traffic Improvements	323,357	15,279	172,137	300,000	300,000	200,000	-	-	687,416
ADA Compliance	116,361	218,997	155,155	125,000	125,000	125,000	-	-	974,152
Killie Lane	200,000	200,000	-	-	-	-	-	-	200,000
Minor Traffic Improvements	-	2,845	-	-	-	-	250,000	250,000	502,845
Sunnyside	761,836	628,405	1,555,949	964,000	1,098,300	1,044,000	965,000	900,000	7,155,654
Traffic Signal Modification	20,125	-	-	-	-	-	-	-	-
Traffic Diverter - San Fran & O'Leary	33,570	29,478	-	-	-	-	-	-	29,478
Bus Pullouts	-	-	306,478	400,000	200,000	100,000	-	-	1,006,478
Reserve for Improvements	51,210	17,862	49,877	50,000	50,000	50,000	50,000	50,000	317,739
Transportation									
4th Street Overpass	9,692,752	6,614,545	9,199,075	9,966,547	2,898,746	115,755	-	-	28,794,668
Beulah Blvd Extension	-	-	500,000	-	-	-	350,000	-	850,000
Transportation CIP - Gen Admin	-	1,268	-	-	-	-	-	-	1,268
Misc Safe to School	482,401	308,275	683,518	-	-	-	-	-	991,793
Annual Maintenance	-	-	-	200,000	200,000	200,000	200,000	200,000	800,000
Thomas Drive Urban Link	264,422	257,831	-	-	-	-	-	-	257,831
Brannen Ave Paving	-	-	-	-	-	-	191,000	-	191,000
Butler Ave/4th Street Signal	-	-	-	-	250,000	-	-	-	250,000
Misc Bike/Ped	-	36,785	-	-	-	-	-	-	36,785
Soliere Avenue	1,101,278	583,756	419,894	-	-	-	-	-	1,003,650
Country Club Drive	1,253,238	580,951	627,718	-	-	-	-	-	1,208,669
Lone Tree Road Study	-	113,356	-	-	-	-	-	-	113,356
Transportation Planning	625,683	186,679	521,955	100,000	75,000	75,000	75,000	75,000	1,108,634
Birch avenue Curb and Gutter	285,000	247,813	-	-	-	-	-	-	247,813
Dodge Avenue	1,787,984	289,061	8,648,887	-	-	-	-	-	8,937,948
Empire Avenue Extension	500,000	17,500	1,622,558	960,000	-	-	-	-	2,600,058
Commerce Ave Paving	-	-	-	358,000	-	-	-	-	358,000
Gabel Street Paving	-	-	-	-	-	-	54,000	-	54,000
Huntington Drive Improvements	-	-	539,081	350,000	-	-	-	-	889,081
I-40 TI Planning Studies	-	-	-	150,000	150,000	-	-	-	300,000
Industrial Drive Paving	-	-	-	-	-	300,000	-	800,000	1,100,000
Lake Mary Road Bike Lane	-	-	-	169,500	275,000	172,700	-	-	617,200
Lone Tree Road Reconstruction	-	-	-	-	500,000	-	1,500,000	2,500,000	4,500,000

	Budget 2002-2003	Estimate 2001-2002	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
Streets/Transportation (continued)									
PGM Traffic Signal	-	-	-	-	-	250,000	-	-	250,000
No Name Street Paving	-	-	-	-	-	-	250,000	-	250,000
Penstock Avenue Paving	-	-	-	-	268,000	-	-	-	268,000
Preston Road Paving	-	-	-	-	125,000	-	-	-	125,000
Route 66 Bike Lanes - East	-	-	-	-	-	102,300	137,200	-	239,500
Route 66 Bike Lanes - West	-	-	-	-	-	-	235,800	-	235,800
West Arrowhead Improvements	-	-	-	-	-	-	350,000	-	350,000
Butler Ave Bike Lane	1,230,600	-	-	105,500	-	-	-	-	105,500
Total Streets/Transportation	\$ 24,752,053	14,578,955	26,840,242	15,263,547	8,180,046	4,449,755	6,498,000	6,690,000	82,500,545

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget	Estimate	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Total
	2002-2003	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009		Plan
Water/Wastewater										
Water										
Annual Well Maint-Lake Mary	\$ 150,000	150,000	-	-	-	-	-	-	-	150,000
Purch of Property Rights-Watershed	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	140,000
Annual Well Maint-Woody Mtn	250,000	150,000	-	-	-	-	-	-	-	150,000
Inner Basin Pipeline	95,700	95,700	129,382	101,500	104,500	107,700	110,900	114,200	-	763,882
Roofing Replacements-LM	20,000	20,000	-	-	-	-	-	-	-	20,000
Dam Improvements	20,000	162	-	-	-	-	-	-	-	162
Floor Installation	6,500	6,492	-	-	-	-	-	-	-	6,492
Water Loading Station	100,000	99,999	-	-	-	-	-	-	-	99,999
Lucky Lane Waterline	146,500	96,388	83,473	-	-	-	-	-	-	179,861
Butler/Lucky Lane Waterline	-	52,717	-	-	-	-	-	-	-	52,717
Enterprise/Huntington Waterline	-	15,024	-	-	-	-	-	-	-	15,024
Isabel Reclaim Extension	40,000	39,964	-	-	-	-	-	-	-	39,964
Meter Replacement	166,000	165,777	-	-	-	-	-	-	-	165,777
Amberwood Booster	55,849	170,755	218,262	-	-	-	-	-	-	389,017
Agassiz/Dupont/Verde Waterline	297,600	245,829	267,595	-	-	-	-	-	-	513,424
Coconino Ave Waterline	144,649	87,209	130,657	-	-	-	-	-	-	217,866
Humphreys Waterline (ADOT)	271,532	369,393	5,942	-	-	-	-	-	-	375,335
Mail Infrastructure	-	-	401,084	412,000	-	-	-	-	-	813,084
Black Batts/Sinagua Hts Waterline	-	-	830,703	-	-	-	-	-	-	830,703
Foxglen/Skyview Waterline	-	-	861,862	-	-	-	-	-	-	861,862
Sunnyside Improvements	1,742,679	1,040,737	1,900,067	965,400	1,347,200	1,798,800	-	-	-	7,052,204
Ponderosa Trails to Airport W/L	-	-	-	-	393,900	-	-	-	-	393,900
Mohawk Dr Waterline	-	-	-	70,100	-	-	-	-	-	70,100
Elm Street Waterline	-	-	-	114,400	-	-	-	-	-	114,400
CC College/NAU Waterline	-	-	-	246,000	-	-	-	-	-	246,000
Talkington/Lynn/Elizabeth Waterline	-	-	-	-	323,600	-	-	-	-	323,600
Benton/SF Alley/Elden Waterline	-	-	-	-	189,500	-	-	-	-	189,500
Franklin Waterline (Beaver/Lone Tree)	-	-	-	-	-	217,000	-	-	-	217,000
N. San Francisco Alley Waterline	-	-	-	-	-	69,600	-	-	-	69,600
Park Street Waterline (Santa Fe/Dale)	-	-	-	-	-	-	310,200	-	-	310,200
Aspen Waterline (Sitgreaves/Aztec)	-	-	-	-	-	-	310,200	-	-	310,200
Beaver Street WL	-	-	-	-	-	-	-	319,600	-	319,600
Pinal/Papago Alley Waterline	-	-	-	-	-	-	-	157,700	-	157,700
Reserve	114,883	45,142	115,927	119,400	123,000	126,700	130,500	134,400	-	795,069
System Vulnerability	50,000	50,008	-	-	-	-	-	-	-	50,008
Town Well #4 Equip.	500,000	352,262	-	-	-	-	-	-	-	352,262
Town Wells 3 & 4	516,871	823,873	-	-	-	-	-	-	-	823,873
LMWTP Filter Modifications	4,109,000	3,071,436	-	-	-	-	-	-	-	3,071,436
Water Production Wells	-	-	1,500,000	1,545,000	1,591,400	1,639,100	-	-	-	6,275,500
Woody Mtn Arsenic Removal	-	-	250,000	-	-	-	-	-	-	250,000
Water Optimization Study	206,000	100,381	-	-	-	-	-	-	-	100,381
Lake Mary Wellfield #2 Pipeline	-	-	-	-	-	-	69,200	-	-	436,300
Gas Chromatograph	-	-	-	-	-	-	-	96,300	-	96,300
Total Water	9,023,763	7,269,248	6,714,954	3,593,800	4,093,100	3,978,900	951,000	1,209,300	1,209,300	27,810,302

	Budget	Estimate	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Total
	2002-2003	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	Plan		
Wastewater											
Reserve Plant Engineering	30,000	-	-	-	-	-	-	-	-	-	-
WW System Optimization	300,000	102,498	-	-	-	-	-	-	-	-	102,498
Wildcat Screw Press	44,367	35,000	-	-	-	-	-	-	-	-	35,000
Coat Wildcat Digestors	-	-	-	-	-	-	-	154,600	-	-	154,600
Wildcat Coat Secondary	-	-	-	-	-	-	-	329,300	-	-	329,300
Wildcat Crackseal	-	-	-	-	-	-	-	33,600	-	-	33,600
WC Upgrade/Reclaim Connection	150,000	183,020	1,851,000	-	-	-	-	-	-	-	2,034,020
WW Plant Expansion Design	-	-	-	-	-	-	1,304,800	6,719,600	-	-	8,024,400
Bio Tower Media	1,100,000	18,800	-	-	-	-	-	-	-	-	18,800
Wildcat Add'l SEPS Pump	64,169	64,169	-	-	-	-	-	-	-	-	64,169
Rio Plant Chipseal	33,360	33,360	-	-	-	-	-	-	-	-	33,360
Septage Pipe Replacement	36,000	34,479	-	-	-	-	-	-	-	-	34,479
Rio Plant SCADA	-	-	-	-	-	-	-	184,500	-	-	184,500
Wildcat Loadout Replacement	-	-	50,000	-	-	-	-	-	-	-	50,000
Rio Plant Filter Upgrade	-	-	-	1,040,300	-	-	-	-	-	-	1,040,300
WC Treatment Upgrade/Rec	-	-	-	6,952,500	7,161,100	-	-	-	-	-	14,113,600
Wildcat Digester	-	-	-	2,472,000	2,546,200	-	-	-	-	-	5,018,200
Replacement Dredge	-	-	-	189,900	-	-	-	-	-	-	189,900
Rio Plant Additional Filter	-	-	-	103,000	-	-	-	-	-	-	103,000
Rio Plant Chipseal	-	-	-	-	-	-	-	66,400	-	-	66,400
Wildcat Primary Clarifier Coating	-	-	-	-	184,500	-	-	-	-	-	184,500
Wildcat Crackseal	-	-	-	-	12,900	-	-	-	-	-	12,900
Wildcat Pipe Replacement	-	-	-	-	61,500	126,700	268,800	-	-	-	457,000
Wildcat Grease Treatment	-	-	-	-	-	-	267,500	-	-	-	267,500
Wildcat Blast and Mortar Wash	-	-	-	-	-	-	163,100	-	-	-	163,100
Second Street Sewer	311,000	75,259	164,595	-	-	-	-	-	-	-	239,854
Birch Ave Sewer	677,494	685,712	-	-	-	-	-	-	-	-	685,712
Humphreys Sewer (ADOT)	267,024	227,840	5,835	412,000	-	-	-	-	-	-	233,675
Mall Infrastructure	-	-	406,084	-	-	-	-	-	-	-	818,084
Christensen Reclaim Ext	-	-	821,549	-	-	-	-	-	-	-	821,549
Siler Homes Reclaim Ext	-	-	252,938	-	-	-	-	-	-	-	252,938
Arrowhead/Mt. View Sewer	105,547	166,240	678,837	-	-	-	-	-	-	-	845,077
Reclaim Hydrants	-	-	77,064	-	-	-	-	-	-	-	77,064
NAU Reclaim Expansion	-	-	707,565	721,000	742,600	-	-	-	-	-	2,171,165
Huntington/Old Pit Sewer Update	-	-	-	-	318,300	-	-	-	-	-	318,300
Continental Outfall Sewer	-	-	-	-	248,400	-	-	-	-	-	248,400
Reclaimed Loadout Station	-	-	-	-	168,800	-	-	-	-	-	168,800
Mike's Pike Sewer	-	-	-	-	214,000	-	-	-	-	-	214,000
Terrace/Birch Sewer	-	-	-	-	208,700	341,900	-	-	-	-	550,600
Lower Greenlaw Sewer	-	-	-	-	-	-	315,800	-	-	-	315,800
Rio Outfall	229,246	504,208	236,402	238,800	246,000	253,400	261,000	268,800	-	-	2,008,610
Phoenix Sewer (Beaver/SF)	-	-	-	-	-	-	-	156,200	-	-	156,200
Reserve	81,955	23,213	87,000	89,600	92,200	95,000	97,900	100,800	-	-	585,713
Total Wastewater	3,430,162	2,153,798	5,338,869	12,219,100	12,205,200	817,000	2,678,900	8,013,800	8,013,800	43,426,667	
Total Water and Wastewater	\$ 12,453,925	9,423,046	12,053,823	15,812,900	16,298,300	4,795,900	3,629,900	9,223,100	9,223,100	71,236,969	

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
Airport									
Master Plan Update	\$ 547,447	440,363	452,907	-	-	-	-	-	893,270
Design/Construct Apron Replacement	-	152	-	-	-	-	-	-	152
Future Projects-ADOT	-	-	-	-	-	-	500,000	555,555	1,055,555
Design & Constr Taxi lane/Apron-GA	-	-	-	700,000	650,000	1,475,000	1,500,000	-	2,825,000
Design/Constr JWP/Pulliam Widening	-	-	-	500,000	3,500,000	1,500,000	-	-	5,500,000
Design/Constr ARFF & Snow Equip	-	7,000	544,275	1,094,682	-	-	-	-	1,645,957
New Parallel Taxiway North	2,982,374	4,214,684	-	-	-	-	-	-	4,214,684
Land Acquisition	-	-	-	2,280,000	-	1,140,000	-	-	3,420,000
Safety Area Rehab RW3	118,174	122,399	-	-	-	-	-	-	122,399
Runway Extension	503,736	-	375,726	4,123,504	5,995,770	-	-	-	10,495,000
Future Projects-FAA	-	-	-	-	-	-	1,100,000	1,647,266	2,747,266
Pavement Crack Seal Overlay	222,327	-	-	-	-	-	-	-	-
Rental Car Clean up area	950,000	-	-	-	-	-	-	-	-
West Hangar Area	1,900,000	69,000	2,517,057	-	-	-	-	-	2,586,057
Aerial Mapping	78,785	78,862	-	-	-	-	-	-	78,862
Total Airport	\$ 7,302,843	4,932,460	3,889,965	7,498,186	7,195,770	5,290,000	4,575,000	2,202,821	35,584,202

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
Environmental Services									
Bin Storage Area	\$ 28,000	-	-	-	-	-	-	-	-
Annual Setaside - Landfill Closure	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
Landfill Consultant Fees	50,000	17,094	-	-	-	-	-	-	17,094
Landfill Fencing - Lateral Expansion	-	-	-	-	-	-	30,000	-	30,000
Stormwater	55,000	40,700	-	-	60,000	-	-	-	100,700
Cinderlake Landfill Residential Dropoff	50,805	4,000	-	50,000	-	-	-	-	54,000
Litter Control Berm	50,000	-	-	-	-	-	-	-	-
Methane Mitigation	50,000	-	-	50,000	-	1,000,000	-	-	1,050,000
Methane Gas Collection Wells	35,000	-	-	-	35,000	-	-	-	35,000
Extension of Well (Vadoze Well)	15,000	-	-	15,000	15,000	15,000	-	-	45,000
Tree Clearing Landfill	40,000	-	-	-	30,000	-	-	-	30,000
MRF Entry Improvements	242,444	-	320,000	-	-	-	-	-	320,000
Completion of Tier II Analysis	23,000	-	-	-	-	-	-	-	-
HH Hazardous Waste Building	107,000	68,855	-	-	-	-	-	-	68,855
Total Environmental Services	\$ 1,246,249	630,649	820,000	615,000	640,000	1,515,000	530,000	500,000	5,250,649

**CITY OF FLAGSTAFF
CAPITAL IMPROVEMENT PROGRAM LISTING
FISCAL YEARS 2003-2009**

	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	Budget 2004-2005	Budget 2005-2006	Budget 2006-2007	Budget 2007-2008	Budget 2008-2009	Total Plan
Stormwater Utility									
Drainage Improvements	\$ -	-	215,000	410,000	410,000	450,000	850,000	850,000	3,185,000
Total Stormwater Utility	\$ -	-	215,000	410,000	410,000	450,000	850,000	850,000	3,185,000

FINANCING THE CAPITAL PLAN

The major sources of financing capital improvements in the upcoming fiscal year are:

Operating Funds	71.0%
Debt Financing	23.6%
Grants	5.4%

The rating agencies (Standard and Poors' Corp. and Moody Investors, Inc.) view 15% from operating funds as highly favorable. The City currently is financing 71.0% of its CIP out of operating funds. However, because of large funding requirements, debt financing still continues to be the major source of financing for capital improvements. A brief description of the major types of financing available and limitations as to use is presented below.

GENERAL OBLIGATION (G.O.) BONDS

Bonds issued as general obligations of the City are secured by the full faith and credit of the City through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes, i.e., property taxes. The Arizona Constitution and State Statutes limit the indebtedness that a jurisdiction may incur by the type of project constructed. The City can issue G.O. bonds up to 20% of the secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, and recreational facilities. For all other general-purpose improvements, the City may issue up to 6% of its secondary assessed valuation. \$30.4 million was outstanding on July 1, 2003, and the City has \$23.6 million in available capacity at the 6% debt margin and \$66.5 million in available capacity at the 20% debt margin as of July 1, 2003.

HIGHWAY USER REVENUE (HURF) BOND

The State distributes a share of the motor vehicle fuel tax to cities based partially on population (50% of allocation) and partially on jurisdiction of origin. This special revenue source can only be used for maintenance or construction of streets and highways. Special revenue bonds can be issued for construction of street projects, with the gas tax revenues pledged as a source of debt repayment. The annual total debt service, both principal and interest, cannot exceed 50% of the HURF distribution received for the most recent twelve month period by the City. The City has issued \$15.0 million and \$14.8 million is outstanding as of July 2, 2003. Approximately \$45.5 million in capacity is currently available in junior lien or senior lien bonds.

JUNIOR LIEN BONDS PAYABLE FROM HIGHWAY USER TAX REVENUES

In order for the City to issue junior lien bonds, the City must have received Highway Users Tax Revenues in the twelve months preceding the issuance of the bonds in an amount equal to 1.5 times the highest annual debt service requirements (principal and interest) on all HURF bonds outstanding. Additionally, if coverage is not at least two times the highest debt service requirements, then the proposed bonds must bear a rating at the time of the issuance of "A" or better by one of the nationally recognized rating agencies. The City issued \$5.6 million of junior lien bonds in FY 1993 and all bonds are still outstanding. The City may issue any combination of junior and senior lien bonds as long as the coverage requirements are satisfied. Approximately \$45.5 million in capacity is currently available in junior lien bonds or as senior lien bonds.

WATER AND SEWER REVENUE BONDS

In addition to water/sewer G.O. bonds, the City can sell bonds that pledge utility revenues. Debt service requirements are paid from the net revenue derived by the City from the operations of its water and sewer system after provision has been made for the payment from such revenues of the reasonable and necessary expenses of the operation and maintenance of such systems. Therefore, there is no legal limitation on indebtedness that can be incurred; rather, there is only the practical limitations imposed by what the utility rate structures will support.

The \$40.7 million authorized by voters in November 1990 can be either G.O. bonds or revenue bonds. G.O. bonds accounted for \$33.9 million of the issuance. The \$6.8 million remaining authorization was sold in FY 2003 through the Water Infrastructure Financing Authority (WIFA). The City is pledging the revenue of its water and wastewater system.

SPECIAL IMPROVEMENT/ASSESSMENT DISTRICTS

Special improvements/assessments are a means of financing services or capital improvements that benefit specific property owners more than the general public. Majority consent must be obtained from the property owners within the designated geographic assessment district. These property owners are then levied a supplemental property tax assessment for their share of the costs of the improvements. The City is currently assessing two districts.

MUNICIPAL FACILITIES CORPORATION (MFC) BONDS

The Flagstaff Municipal Facilities Corporation, Inc. (MFC) is a not for profit corporation over which the City exercises significant oversight authority. It was formed to assist the City in acquiring land and constructing improvements thereon, constructing and acquiring improvements upon land owned by the City, and in any other way incurring expenses to improve the use of presently owned facilities, or as they may be expanded in the future. The City Charter requires that to construct projects, with the exception of utilities, public safety and street facilities in excess of \$1 million require voter approval. The \$1 million limit is adjusted annually by the consumer price index at July 1 of each year. The estimated amount July 1, 2003 is \$1.85 million.

The Corporation finances various projects for the benefit of the City by issuing MFC bonds. Bonds may be issued without voter approval and without limitation as to interest rate or amount. The City enters into a rental lease agreement with the corporation sufficient to service the debt on the MFC bonds. The bonds are made marketable by assuring, prior to entering into any lease agreement with the MFC, the City will maintain an excise, transaction privilege, and franchise tax base at least three times the maximum annual debt service.

Most municipalities in Arizona have utilized this method of financing to construct major public projects such as municipal complexes, civic centers, and sports complexes. In September 1997, voters approved \$4.7 million in MFC Bonds for the construction of a facility to be leased by USGS. The City issued these bonds in FY 2001 and \$4.4 million is still outstanding. In May 2000, the City received voter authorization to issue \$25 million in bonds for the construction of an overpass at 4th Street. The City anticipates issuing these bonds in FY 2004.

CERTIFICATES OF PARTICIPATION

This type of financing is often used for lease purchases and is very similar to bond financing. An official statement for the certificates is prepared, which very closely resembles bond-offering statements. Proceeds from the certificates are remitted through a trust and per the lease agreement to the lessor. Lease payments are made to the trustee who then remits the appropriate funds to the certificate holders. Additionally, the trust holds an assignment agreement with the lessor to protect the investors. Certificates of Participation are often brokered through private placements to hold down issuance costs.

LEASE FINANCING

Under this type of debt financing, a governmental entity enters into a contractual arrangement with the issuer to construct or otherwise acquire facilities and/or equipment that is needed by the entity. Ordinarily, all operation and maintenance costs are the responsibility of the lessee (borrower).

The lease terms are generally structured such that the rental payments are sufficient to meet debt service costs as well as any administrative expenses. Usually a reserve fund is set aside at inception as security to obtain a competitive interest rate.

Typically, lease financing is used for acquisition of major capital equipment, e.g., computer systems, fire apparatus, which are very expensive and have a useful life greater than five years but typically are not expected to have a useful life as long as the terms of bonds issued.

GRANTS

Grants are contributions of cash or other assets from another governmental entity to be used or expended for a specified purpose, activity, or facility. Grants can be either capital grants or operating grants. Capital grants are for the acquisition or construction of fixed assets and usually require some local effort match. All other grants are considered operating grants. Grants have specific compliance requirements including prescribing the activities allowed and not allowed, eligibility requirements, matching level of effort or earmarking requirements, reporting requirements, and special provisions to be taken into consideration.

The current expansion at Pulliam Airport is being financed with proceeds from the sale of airpark property and ADOT and FAA grants. Major funding for the City's various affordable housing programs is provided through HOME and Community Development Block grants. The City has also received major funding for a streetscaping project under the ISTEAs (Intermodal Surface Transportation Efficiency) grant.

Block Grant Programs: The Federal government distributes grant funds under eight omnibus block grant programs. With the 1995 Census, HUD designated Flagstaff as an Entitlement Community. This designation allows the City to receive funding directly from HUD. These funds will be used primarily for low income housing repair and construction and infrastructure in low-income neighborhoods.

INTERGOVERNMENTAL AGREEMENTS (IGA)

Infrastructure needs may, at times, overlap different jurisdictional boundaries. Jurisdictions then often enter into an IGA for the construction and proportionally shared payment of the project. One jurisdiction will act as primary lead agent for project management purposes. The Transportation Regional Plan and Storm Drainage Master Plan, in particular, may often require coordinated efforts between the City, Arizona Department of Transportation (ADOT) and Coconino County.

STATE REVOLVING LOAN FUND

Arizona has established a revolving fund empowered to accept Federal capitalization grants for publicly owned wastewater treatment projects pursuant to the Federal Water Pollution Control Act and Water Quality Act. In order to qualify for the Federal monies, the State must match a 20% contribution into the fund. The WIFA that issues bonds that are then lent to different governmental entities to finance projects, manages Arizona's fund. Projects are submitted to WIFA for review, and prioritization. Based on this compilation, projects are then eligible for funding. The City previously received a \$6 million loan from these funds for the reclaimed water distribution system. The WIFA board approved an additional loan of \$6.8 million in water improvements.

Another loan program available through the State is the Arizona State Transportation Board's Airport Revolving Loan Program. The loans are provided for airport-related construction projects not eligible for federal funding or under other programs and are designed to improve airport self-sufficiency. The City received a \$600,000 loan from these funds for the construction of an additional hangar.

PAY AS YOU GO FINANCING

Projects funded on a pay as you go basis derive their financing from current revenue streams or prior savings that have been kept in fund balance. This method of financing eliminates the need for borrowing and thereby preserves debt capacity for other purposes. Costs are lower because non debt financing does not incur interest costs. The major drawbacks of pay as you go financing include inadequacy of funds available (taxes, reserves); erratic impact on rate structures (water/sewer rates); legislative approval (formation of improvement district); and political difficulties (impact fees or other exactions).

The City is currently funding 71.0% of capital improvements on a pay as you go basis. Capital

improvements that are considered ongoing improvements and maintenance required expenditures are built into the rate structure of the two enterprise funds (Utilities and Environmental Services). Additionally, the City has sinking reserve funds for landfill closure.

FIVE-YEAR PROJECTIONS BY FUND

GENERAL FUND

The five-year financial projection includes on-going expenditures related to capital purchases and revised service levels. This includes financing for flood control, facility needs, including ADA renovation and downtown development. The parks division has increased to reflect additional duties for new projects that are estimated to be completed over the next five years. These include Streetscape projects, and FUTS trails.

As financial conditions change in the city the five-year projections are continually updated to balance the on-going sources and uses of funds, whether the change is a planned expenditure, increases in insurance costs or changes in revenue sources. The projections also include other factors such as inflation and turnover based on historical experience.

STREETS

The five-year financial projection includes rolling stock replacements, increased maintenance for new construction and estimates to purchase cinders for snow season. Capital includes annual allocations for the street overlay program, ADA compliance, the Fourth Street overpass project, and the East Flag Gateway Project.

LIBRARY

The Library Fund projects on-going operations at the current level of funding. Also included are the operating and maintenance costs related to the on-line automation project that was completed in FY 2001. Installing a central air conditioning unit in the Main Library is planned for FY 04.

TOURISM

Tourism continues on-going operations at the current level of funding.

RECREATION

The five-year financial projection includes estimated timing of projects and the related increase in funds

transferred to the General Fund for operations and maintenance of new parks based on acreage and historical costs. Additional insurance premiums for amenities such as skate parks are also transferred to the General Fund. As of June 2001 the city issued \$3.1 million in General Obligation bonds. The city currently has remaining authority to issue \$1.1 million in general obligation bonds for parks projects, but does not intend to issue this authority.

REAL ESTATE PROCEEDS

The Real Estate Proceeds Fund has \$685,000 budgeted for open space acquisition. The future allocations for the purchase of open space are contingent on the sale of the property and will be adjusted as the sales occur.

SECONDARY PROPERTY TAX FUND

The five-year projection uses the current assessed valuation figures from the county to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization to be issued in the future and maintaining the existing tax rate. This allows the city to look at the long-term property tax rates to smooth the highs and lows and maintains a more level tax rate from year to year.

WATER AND WASTEWATER

The City uses a rate model to balance on-going costs, revised service levels and capital expenditures with anticipated revenues over a ten-year period. Based on this model that was updated in 2003, no rate increase is anticipated. The City's water and wastewater operations are operated as an Enterprise Fund activity, i.e., self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support operations including: all operating and maintenance costs; capital improvements considered routine in nature; principal and interest payments on bonded debt related to utility construction; and maintaining a year-end fund balance sufficient to ensure adequate working capital.

AIRPORT

The Airport includes the five-year capital plans as presented to ADOT and FAA with the necessary city match and General Fund subsidy combined with continued operations and expected revenue changes, including the new fixed base operator beginning in FY 2002. The Airport has \$3.9 million

budgeted for capital projects, of which ADOT and FAA are expected to fund \$1.3 million.

ENVIRONMENTAL SERVICES

Included in the five-year projection is the anticipated funding to cover the landfill closure and post-closure costs at the end of the useful life of the landfill. The five-year projection balances anticipated revenues at current rates with on-going operations, capital needs and revised service levels for all operations. A State grant has enabled the City to construct a Household Projects Collection center located at the Cinderlake Landfill. This building was completed in FY 2003 and the year-round Hazardous Waste program is fully operational.

STORMWATER

Included in the five-year projection is \$215,000 to construct the 6th Avenue detention basin through pay-as-you-go financing.

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 17,848,168	13,836,044	16,749,852	18,204,628	5,637,376	4,147,017	3,884,780	3,783,730	2,951,069
Revenues									
Taxes									
Sales Tax	11,690,887	11,432,104	11,793,000	11,986,160	12,288,245	12,597,955	12,915,482	13,241,026	13,574,787
Property Tax	3,070,491	3,117,493	3,250,855	3,261,616	3,375,772	3,493,924	3,616,211	3,742,778	3,873,775
Franchise Fees	1,790,846	1,803,748	1,803,748	1,879,725	1,960,375	2,046,059	2,106,241	2,168,228	2,232,075
Intergovernmental Revenues									
State Shared Income Tax	5,526,159	5,607,519	5,607,519	4,773,961	4,678,482	4,725,267	4,522,520	4,567,745	4,613,422
State Shared Sales Tax	4,076,034	4,121,256	4,108,642	4,184,644	4,268,337	4,353,704	4,190,778	4,274,594	4,360,086
Auto Lieu Tax	1,803,900	1,791,089	2,200,000	1,901,911	2,014,949	2,055,248	2,096,353	2,138,280	2,181,046
Federal Grants	548,038	644,308	462,039	681,707	543,344	557,312	571,641	586,339	601,416
State Grants	370,482	303,723	305,782	579,530	247,440	254,120	236,160	243,240	250,540
License & Permits									
Business Licenses	29,882	33,800	33,800	35,490	37,265	39,128	41,084	43,138	45,295
Building Permits	1,664,776	1,388,400	1,388,400	1,593,936	1,657,693	1,724,001	1,792,961	1,864,679	1,939,266
Other Licenses and Permits	319,699	131,550	252,299	141,640	146,985	152,597	158,489	164,676	171,172
Charges for Services									
General Government	218,912	145,000	244,250	152,250	159,862	167,856	176,249	185,063	194,316
Parks and Recreation	584,751	538,825	545,217	553,875	576,419	599,985	624,616	650,368	677,288
Public Safety	741,302	904,559	813,426	901,536	917,963	934,851	952,215	970,069	988,429
Cemetery	126,702	97,000	86,000	116,850	122,693	128,828	135,269	142,033	149,135
Fines & Forfeitures									
Court Fines	793,544	937,000	835,560	951,450	966,299	981,563	997,259	1,013,407	1,030,024
Other Fines	138,406	130,125	126,600	119,908	125,436	128,023	130,672	133,385	136,162
Other Revenue									
Interest Earnings	627,690	520,000	91,627	418,746	455,116	103,675	97,119	94,593	73,777
Miscellaneous	484,910	1,131,928	1,921,394	992,766	828,773	830,657	832,625	834,681	836,828
Total Revenues	34,607,411	34,779,427	35,870,163	35,227,701	35,371,448	35,874,753	36,193,945	37,056,322	37,928,839
Transfers In									
Library	-	250,000	-	250,000	-	-	-	-	-
HURF	94,108	172,030	172,030	-	-	-	-	-	-
Beautification	131,640	167,201	167,201	167,201	167,201	167,201	167,201	167,201	167,201
Tourism	6,238	6,238	6,238	6,238	6,238	6,238	6,238	6,238	6,238
Recreation-BBB	608,568	802,567	698,233	787,712	827,732	879,900	915,155	953,320	1,002,391
Utilities Fund	2,391,679	2,406,423	2,426,860	2,018,336	2,398,096	2,417,472	2,410,772	1,812,572	1,805,197
Solid Waste	429,678	429,678	429,678	429,678	4,678	4,678	4,678	4,678	4,678
Capital Projects Fund	321,334	-	375,648	-	-	-	-	-	-
Total Transfers In	3,983,245	4,234,137	4,275,888	3,659,165	3,403,945	3,475,489	3,504,044	2,944,009	2,985,705
Total Revenues & Transfers In	38,590,656	39,013,564	40,146,051	38,886,866	38,775,393	39,350,242	39,697,989	40,002,331	40,914,544
Total Sources of Funds	56,438,824	52,849,608	56,895,903	57,091,494	44,412,769	43,497,259	43,582,769	43,786,061	43,865,613

CITY OF FLAGSTAFF
GENERAL FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Uses of Funds									
Departments									
General Administration	3,635,313	3,721,591	3,514,805	4,019,035	3,913,655	4,170,214	4,127,250	4,393,359	4,352,540
Management Services	3,164,778	2,861,085	2,778,985	3,138,935	3,205,872	3,292,659	3,381,798	3,473,352	3,567,387
Community Development	3,965,182	4,206,871	3,705,895	3,727,867	3,673,852	3,774,211	3,877,316	3,983,239	4,092,057
Fire	6,241,665	6,804,324	6,743,046	6,901,391	7,106,776	7,318,276	7,536,079	7,760,379	7,991,353
Police	9,705,879	10,603,885	10,509,716	11,796,442	11,797,594	12,117,062	12,445,192	12,782,218	13,128,382
Public Works	4,991,942	5,437,120	5,096,949	5,242,796	5,194,427	5,369,966	5,532,208	5,696,061	5,880,275
Non-Departmental	2,186,290	2,231,149	2,309,966	3,190,193	2,620,300	2,686,170	2,753,696	2,822,922	2,893,889
Contingency	186,944	670,000	250,000	750,000	250,000	250,000	250,000	250,000	250,000
Less Indirect Charges	(4,621,790)	(4,658,210)	(4,658,210)	(4,698,770)	(4,966,727)	(5,244,062)	(5,531,104)	(5,697,037)	(5,867,948)
Total Department Expenditures	29,456,203	32,340,214	30,251,152	34,067,889	32,795,749	33,734,496	34,372,435	35,464,493	36,287,935
Debt Service									
Leases	540,912	-	-	-	-	-	-	-	-
Bonds	-	462,399	462,327	462,199	461,599	460,599	459,199	462,399	459,534
Total Debt Service	540,912	462,399	462,327	462,199	461,599	460,599	459,199	462,399	459,534
Total Operating Budget	29,997,115	32,802,613	30,713,479	34,530,088	33,257,348	34,195,095	34,831,634	35,926,892	36,747,469
Revised service Levels									
Decrease in pers costs \$500K/\$500K	-	-	-	-	(500,000)	(1,000,000)	(1,035,000)	(1,071,225)	(1,147,523)
Total Revised Service Levels	-	-	-	-	(500,000)	(1,000,000)	(1,035,000)	(1,071,225)	(1,147,523)
Capital/CIP									
Fleet	107,120	1,196,610	889,249	307,288	1,276,595	445,198	334,446	634,329	671,917
MIS	581,319	510,998	458,998	631,758	923,176	802,574	842,702	884,838	929,079
Cip	3,182,203	3,959,470	2,360,181	6,847,857	1,005,000	578,000	215,000	135,000	135,000
Capital	252,208	2,839,808	232,029	747,135	280,000	280,000	280,000	280,000	280,000
Total Capital/CIP	4,122,850	8,506,886	3,940,457	8,534,038	3,484,771	2,105,772	1,672,148	1,934,167	2,015,996
Transfers Out									
Library	1,003,752	1,127,079	1,127,079	1,155,256	1,184,137	1,213,741	1,244,084	1,275,186	1,307,066
Hurff	2,391,679	2,401,423	2,421,860	3,518,336	2,398,096	2,417,472	2,410,772	1,812,572	1,805,197
Economic Development	-	50,000	50,000	65,000	65,000	65,000	65,000	65,000	65,000
Arts and Science	95,000	95,000	95,000	35,000	35,000	35,000	10,000	10,000	10,000
Real Estate Proceeds	150,000	150,000	150,000	-	150,000	-	-	-	-
Community Redevelopment	416,500	375,400	375,400	375,400	375,400	375,400	375,400	375,400	375,400
Capital Projects Fund	1,040,000	-	-	-	-	-	-	-	-
Airport	816,714	776,000	718,000	509,000	466,000	480,000	500,000	507,000	586,000
Stormwater	-	-	-	60,000	-	-	-	-	-
Environmental Services	64,255	-	-	-	-	-	-	-	-
Total Transfers Out	5,977,900	4,974,902	4,937,339	5,717,992	4,673,633	4,586,613	4,605,256	4,045,158	4,148,663
Excess revenues over expenditures	(1,507,209)	(6,808,438)	554,776	(9,895,252)	(2,140,360)	(537,237)	(376,050)	(832,661)	(850,061)
One Time Projects									
Land Acquisition/Facility Needs	491,107	2,087,000	-	3,572,000	-	-	-	-	-
LERDS and Construction	(900,000)	(900,000)	(900,000)	(900,000)	(650,000)	(275,000)	(275,000)	-	-
Total One Time Projects	(408,893)	1,187,000	(900,000)	2,672,000	(650,000)	(275,000)	(275,000)	-	-
Total Uses of Funds	39,688,972	47,009,002	38,691,275	51,454,118	40,265,752	39,612,480	39,799,039	40,834,992	41,764,605
Ending Fund Balance	\$ 16,749,852	5,840,606	18,204,628	5,637,376	4,147,017	3,884,780	3,783,730	2,951,069	2,101,008

CITY OF FLAGSTAFF
LIBRARY FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 1,028,175	1,030,054	1,012,855	564,830	166,853	167,211	163,249	154,756	141,515
Revenues									
State Grants	56,615	43,647	69,650	-	100,000	100,000	100,000	100,000	100,000
Library District Taxes	1,423,105	2,105,005	2,089,858	2,460,151	2,432,659	2,487,445	2,543,601	2,601,161	2,660,160
Interest Earnings	24,704	15,000	4,252	21,000	21,000	21,000	21,000	21,000	21,000
Miscellaneous	51,612	45,000	47,500	29,000	29,000	29,000	29,000	29,000	29,000
Total Revenues	1,556,036	2,208,652	2,211,260	2,510,151	2,582,659	2,637,445	2,693,601	2,751,161	2,810,160
Transfers In									
General Fund	1,003,752	1,127,079	1,127,079	1,155,256	1,184,137	1,213,741	1,244,084	1,275,186	1,307,066
Total Transfers In	1,003,752	1,127,079	1,127,079	1,155,256	1,184,137	1,213,741	1,244,084	1,275,186	1,307,066
Total Sources of Funds	3,587,963	4,365,785	4,351,194	4,230,237	3,933,650	4,018,397	4,100,934	4,181,104	4,258,741
Uses of Funds									
Departments									
Library	2,024,040	2,250,549	2,254,172	2,308,671	2,363,982	2,420,734	2,479,028	2,538,884	2,600,343
Library Grants	55,955	43,647	69,650	-	100,000	100,000	100,000	100,000	100,000
Indirect Costs	193,115	345,985	345,985	345,985	354,635	363,501	372,589	381,904	391,452
Subtotal Departments	2,273,110	2,640,181	2,669,807	2,654,656	2,818,597	2,884,235	2,951,617	3,020,788	3,091,795
County Wide Projects & Growth	133,205	663,223	669,549	900,334	922,842	945,913	969,561	993,800	1,018,645
Subtotal County Wide Proj & Growth	133,205	663,223	669,549	900,334	922,842	945,913	969,561	993,800	1,018,645
Total Operating Expenditures	2,406,315	3,303,404	3,339,356	3,554,990	3,741,439	3,830,149	3,921,178	4,014,588	4,110,440
Contingency	-	100,000	-	100,000	-	-	-	-	-
Library Capital	161,210	445,994	447,008	158,394	25,000	25,000	25,000	25,000	25,000
County Capital	7,583	-	-	-	-	-	-	-	-
Total Capital	168,793	445,994	447,008	158,394	25,000	25,000	25,000	25,000	25,000
Transfer Out	-	250,000	-	250,000	-	-	-	-	-
General Fund	-	250,000	-	250,000	-	-	-	-	-
Total Uses of Funds	2,575,108	4,099,398	3,786,364	4,063,384	3,766,439	3,855,149	3,946,178	4,039,588	4,135,440
Ending Fund Balance	\$ 1,012,855	266,387	564,830	166,853	167,211	163,249	154,756	141,515	123,301

CITY OF FLAGSTAFF
HIGHWAY USER FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	Estimate 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds										
Beginning Fund Balance	\$ 11,140,246	9,409,957	7,915,279	5,345,185	5,345,185	1,314,625	2,003,952	1,941,582	1,974,193	2,188,616
Revenues										
Intergovernmental Revenues	710,292	-	247,120	1,580,000	1,580,000	1,802,500	602,500	100,000	-	-
Highway User Revenues	7,771,416	7,965,832	7,800,000	7,800,000	7,800,000	7,995,000	8,194,875	8,399,747	8,609,741	8,824,984
LTAIF	300,246	315,026	300,246	300,246	300,246	300,246	300,246	300,246	300,246	300,246
Interest Revenues	427,862	282,000	26,075	20,000	20,000	39,000	60,000	58,000	59,000	99,000
Miscellaneous Revenues	58,525	-	123,263	1,761,261	1,761,261	41,261	41,261	41,261	41,261	41,261
Total Revenues	9,268,340	8,562,858	8,496,704	11,461,507	11,461,507	10,178,007	9,198,882	8,899,253	9,010,247	9,265,491
Transfers In										
General Fund	2,391,679	2,401,423	2,421,860	3,518,336	3,518,336	2,398,988	2,420,558	2,410,723	1,811,423	1,804,723
Beautification	577,099	-	-	-	-	-	-	-	-	-
Stormwater	-	-	-	47,000	47,000	-	-	-	-	-
Transportation Tax	574,785	4,670,700	2,133,692	7,617,692	7,617,692	1,693,000	1,843,000	1,100,000	3,343,000	3,575,000
Total Transfers in	3,543,563	7,072,123	4,555,552	11,183,028	11,183,028	4,091,988	4,263,558	3,510,723	5,154,423	5,379,723
Total Sources of Funds	23,952,149	25,044,938	20,967,535	27,989,720	27,989,720	15,584,619	15,466,392	14,351,558	16,138,862	16,833,829
Uses of Funds										
Departments										
Operating Expenditures	2,178,809	2,861,997	2,505,997	2,691,137	2,691,137	2,762,452	2,835,657	2,910,802	2,987,938	3,067,118
Indirect Cost	1,626,844	1,524,612	1,524,612	1,524,612	1,524,612	1,562,727	1,601,795	1,641,840	1,682,886	1,724,958
Capital Expenditures	8,820,031	15,697,655	8,097,851	18,949,510	18,949,510	5,729,000	5,689,300	4,839,000	7,168,000	7,376,750
Reserves/Contingencies	4,399	700,000	-	500,000	225,000	-	-	-	-	-
Total Expenditures	12,630,083	20,784,264	12,128,460	23,665,259	23,390,259	10,054,179	10,126,752	9,391,642	11,838,824	12,168,826
Debt Service										
Debt Service	2,391,679	2,512,623	2,421,860	2,034,836	2,034,836	2,801,488	3,123,058	2,710,723	2,111,423	2,104,723
Total Debt Service	2,391,679	2,512,623	2,421,860	2,034,836	2,034,836	2,801,488	3,123,058	2,710,723	2,111,423	2,104,723
Transfers Out										
Capital Projects	21,000	-	-	-	-	-	-	-	-	-
Storm Water	-	-	-	75,000	75,000	75,000	-	-	-	-
General Fund	994,108	1,072,030	1,072,030	900,000	900,000	650,000	275,000	275,000	-	-
Total Transfers Out	1,015,108	1,072,030	1,072,030	975,000	975,000	725,000	275,000	275,000	-	-
Total Uses of Funds	16,036,870	24,368,917	15,622,350	26,675,095	26,400,095	13,580,667	13,524,810	12,377,365	13,950,247	14,273,549
Ending Fund Balance	\$ 7,915,279	676,021	5,345,185	1,314,625	1,589,625	2,003,952	1,941,582	1,974,193	2,188,616	2,560,280

CITY OF FLAGSTAFF
TRANSPORTATION FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 4,003,728	6,576,580	6,878,044	27,275,704	12,957,612	1,360,348	3,542,388	5,447,463	5,281,590
Revenues									
Intergovernmental Revenue	47,598	-	-	-	-	-	-	-	-
Sales Tax	6,190,449	6,319,304	6,319,304	7,050,874	7,227,146	7,407,826	7,593,022	7,782,847	7,977,418
Bond Proceeds	-	7,000,000	25,250,878	-	-	-	-	-	-
Interest Revenues	99,489	329,000	66,636	1,364,000	648,000	67,000	178,000	273,000	263,000
Total Revenues	6,337,536	13,648,304	31,636,818	8,414,874	10,075,146	8,774,826	7,771,022	8,055,848	8,240,420
Total Sources of Funds	10,341,264	20,224,884	38,514,862	35,690,578	23,032,758	10,135,174	11,313,410	13,503,311	13,522,010
Uses of Funds									
Departments									
Operating									
Transit	1,411,472	1,592,080	1,422,817	2,016,199	2,104,410	2,157,021	2,210,947	2,266,220	2,322,876
Capital Expenditures	1,476,963	9,692,752	6,635,000	10,699,075	15,200,000	100,265	-	-	-
4th Street Overpass	2,888,435	11,284,832	8,057,817	12,715,274	17,304,410	2,257,286	2,210,947	2,266,220	2,322,876
Total Expenditures	574,785	4,670,700	2,436,341	7,617,692	1,943,000	1,843,000	1,100,000	3,343,000	3,575,000
Transfers Out									
Highway User Revenue Fund	-	-	-	100,000	-	-	-	-	-
Stormwater	-	745,000	745,000	550,000	550,000	550,000	550,000	550,000	550,000
Beautification Fund	574,785	5,415,700	3,181,341	8,267,692	2,493,000	2,393,000	1,650,000	3,893,000	4,125,000
Total Transfers out	-	-	-	1,750,000	1,875,000	1,942,500	2,005,000	2,062,500	2,165,000
Debt Service									
Total Uses of Funds	3,463,220	16,700,532	11,239,158	22,732,966	21,672,410	6,592,786	5,865,947	8,221,720	8,612,876
Ending Fund Balance	\$ 6,878,044	3,524,352	27,275,704	12,957,612	1,360,348	3,542,388	5,447,462	5,281,590	4,909,134

CITY OF FLAGSTAFF
BEAUTIFICATION FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 1,644,456	1,258,817	1,320,642	1,483,815	75,956	72,390	126,340	328,244	248,550
Revenues									
Intergovernmental Revenue	4,370	148,380	108,380	1,100,000	1,710,000	500,000	1,080,000	80,000	-
BBB Tax Revenue	763,406	770,857	752,642	771,458	790,744	810,513	830,776	851,545	872,834
Interest Earnings	47,453	20,000	5,178	20,000	20,000	20,000	20,000	20,000	20,000
Miscellaneous	(35,042)	3,000	3,000	113,000	3,000	3,000	3,000	3,000	3,000
Total Revenues	780,187	942,237	869,200	2,004,458	2,523,744	1,333,513	1,933,776	954,545	895,834
Transfers In									
Transportation Tax-STs		745,000	745,000	550,000	550,000	550,000	550,000	550,000	550,000
Recreation-BBB Fund	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers In	110,000	855,000	855,000	660,000	660,000	660,000	660,000	660,000	660,000
Total Sources of Funds	2,534,643	3,056,054	3,044,842	4,148,273	3,259,700	2,065,903	2,720,116	1,942,789	1,804,384
Uses of Funds									
Departments									
General Operating	75,547	114,452	114,452	87,911	90,109	92,362	94,671	97,038	99,464
CIP	399,737	2,702,125	1,279,374	3,807,205	2,930,000	1,680,000	2,130,000	1,430,000	805,000
Reserves/Contingencies	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	475,284	2,826,577	1,393,826	3,905,116	3,020,109	1,772,362	2,224,671	1,527,038	904,464
Transfers Out									
General Fund	131,640	167,201	167,201	167,201	167,201	167,201	167,201	167,201	167,201
HURF Fund	577,099	-	-	-	-	-	-	-	-
Environmental Services	29,978	-	-	-	-	-	-	-	-
Total Transfers Out	738,717	167,201	167,201	167,201	167,201	167,201	167,201	167,201	167,201
Total Uses of Funds	1,214,001	2,993,778	1,561,027	4,072,317	3,187,310	1,939,563	2,391,872	1,694,239	1,071,665
Ending Fund Balance	\$ 1,320,642	\$ 62,276	\$ 1,483,815	\$ 75,956	\$ 72,390	\$ 126,340	\$ 328,244	\$ 248,550	\$ 732,719

CITY OF FLAGSTAFF
ECONOMIC DEVELOPMENT FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 135,891	169,918	188,344	141,946	103,327	99,754	97,655	97,330	98,096
B.B. & B. TAX	362,618	366,157	357,505	366,442	384,694	394,311	404,169	414,273	424,630
Interest Income/Misc Rev.	5,003	3,797	(727)	1,339	1,133	990	906	893	924
Total Revenues	367,621	369,954	356,778	367,781	385,827	395,301	405,075	415,166	425,554
Transfer In									
General Fund	-	50,000	50,000	65,000	65,000	65,000	65,000	65,000	65,000
Total Transfer In	-	50,000	50,000	65,000	65,000	65,000	65,000	65,000	65,000
Total Sources of Funds	503,512	589,872	595,122	574,727	554,154	560,055	567,730	577,496	588,650
Uses of Funds									
Departments									
GFEC	307,768	309,000	309,000	317,000	325,000	333,000	341,000	350,000	359,000
Telecom	-	100,000	123,776	100,000	100,000	100,000	100,000	100,000	100,000
Partnership Training Funds	-	27,000	-	22,000	22,000	22,000	22,000	22,000	22,000
Junior Achievement	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
NACOG	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Reserve/Contingencies	-	25,000	-	25,000	-	-	-	-	-
Incubator requests	-	13,000	13,000	-	-	-	-	-	-
Total Operating Expenses	315,168	481,400	453,176	471,400	454,400	462,400	470,400	479,400	488,400
Total Uses of Funds	315,168	481,400	453,176	471,400	454,400	462,400	470,400	479,400	488,400
Ending Fund Balance	\$ 188,344	108,472	141,946	103,327	99,754	97,655	97,330	98,096	100,250

CITY OF FLAGSTAFF
TOURISM FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 848,566	801,826	799,159	744,671	234,578	188,717	149,626	117,517	92,608
Revenues									
Intergovernmental Revenues	3,246	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
BBB Tax Revenues	1,145,108	1,156,286	1,128,962	1,157,186	1,214,823	1,245,194	1,276,324	1,308,232	1,340,937
Interest on Investments	32,493	37,636	28,251	38,577	39,541	40,530	41,543	42,582	43,647
Miscellaneous Revenues	68,934	65,430	65,784	67,065	68,742	70,460	72,222	74,027	75,878
Total Revenues	1,249,781	1,274,352	1,237,997	1,277,828	1,338,106	1,371,184	1,405,089	1,439,841	1,475,462
Total Sources of Funds	2,098,347	2,076,178	2,037,156	2,022,499	1,572,684	1,559,901	1,554,715	1,557,358	1,568,070
Uses of Funds									
Departments									
Operating Expenditures	1,290,350	1,524,788	1,281,247	1,520,403	1,377,729	1,404,037	1,430,960	1,458,512	1,486,706
Capital Expenditures	2,600	210,000	5,000	211,280	-	-	-	-	-
Reserve/Contingencies	-	50,000	-	50,000	-	-	-	-	-
Total Expenditures	1,292,950	1,784,788	1,286,247	1,781,683	1,377,729	1,404,037	1,430,960	1,458,512	1,486,706
Transfers Out									
General Fund	6,238	6,238	6,238	6,238	6,238	6,238	6,238	6,238	6,238
Total Transfers Out	6,238	6,238	6,238	6,238	6,238	6,238	6,238	6,238	6,238
Total Uses of Funds	1,299,188	1,791,026	1,292,485	1,787,921	1,383,967	1,410,275	1,437,198	1,464,750	1,492,944
Ending Fund Balance	\$ 799,159	285,152	744,671	234,578	188,717	149,626	117,517	92,608	75,126

CITY OF FLAGSTAFF
ARTS AND SCIENCE FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 120,118	145,034	162,235	165,026	114,234	113,652	120,632	110,745	103,340
Revenues									
BBB Tax Revenues	286,277	289,072	282,241	289,297	303,706	311,298	319,081	327,058	335,234
Interest Income	5,115	7,252	6,694	8,251	5,712	5,683	6,032	5,537	5,167
Recovery of Prior Year Expense	942	-	-	-	-	-	-	-	-
Total Revenues	292,334	296,324	288,935	297,548	309,418	316,981	325,113	332,595	340,401
Transfers In									
General Fund	95,000	95,000	95,000	35,000	35,000	35,000	10,000	10,000	10,000
Total Transfers In	95,000	95,000	95,000	35,000	35,000	35,000	10,000	10,000	10,000
Total Sources of Funds	507,452	536,358	546,170	497,574	458,652	465,632	455,745	453,340	453,741
Uses of Funds									
Departments									
General Operating	382	-	179	-	-	-	-	-	-
Public Art	835	47,699	15,965	53,340	20,000	20,000	20,000	20,000	20,000
FCP Administration	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Contribution to Other Agencies	299,000	310,000	320,000	275,000	280,000	280,000	280,000	285,000	290,000
Reserve	-	10,000	-	10,000	-	-	-	-	-
Total Expenditures	345,217	412,699	381,144	383,340	345,000	345,000	345,000	350,000	355,000
Total Uses of Funds	345,217	412,699	381,144	383,340	345,000	345,000	345,000	350,000	355,000
Ending Fund Balance	\$ 162,235	123,659	165,026	114,234	113,652	120,632	110,745	103,340	98,741

CITY OF FLAGSTAFF
BBB-RECREATION FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2002	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 3,496,341	5,875,103	5,833,623	3,081,616	1,578,534	235,098	222,688	174,437	91,381
Revenues									
Intergovernmental Revenue	47,546	530,347	632,246	550,000	-	-	-	-	-
BBB Tax Revenue	1,259,619	1,271,915	1,269,181	1,300,911	1,333,434	1,366,770	1,400,939	1,435,962	1,471,861
Interest on Investments	129,630	146,900	66,637	62,000	31,600	4,700	4,500	3,500	1,800
Miscellaneous Revenues	10,561	-	-	-	-	-	-	-	-
Bond Proceeds	3,100,000	-	-	-	-	-	-	-	-
Total Revenues	4,547,356	1,949,162	1,968,064	1,912,911	1,365,034	1,371,470	1,405,439	1,439,462	1,473,661
Transfers In									
Secondary Prop Tax Fund	306,594	315,792	315,792	255,266	262,924	270,811	278,936	287,303	295,922
Total Transfers In	306,594	315,792	315,792	255,266	262,924	270,811	278,936	287,303	295,922
Total Sources of Funds	8,350,291	8,140,057	8,117,479	5,249,793	3,206,492	1,877,379	1,907,063	1,901,202	1,860,964
Uses of Funds									
Departments									
Operating Expenditures	-	33,000	-	33,000	-	-	-	-	-
Capital Expenditures	1,325,551	5,644,827	3,707,914	2,218,381	1,409,836	-	-	-	-
Total Expenditures	1,325,551	5,677,827	3,707,914	2,251,381	1,409,836	-	-	-	-
Transfers Out									
General Fund	608,568	802,567	698,233	787,712	827,732	879,900	915,155	953,320	1,002,391
Debt Service	472,549	519,716	519,716	522,166	623,826	664,791	707,471	746,501	529,158
Beautification	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Total Transfers Out	1,191,117	1,432,283	1,327,949	1,419,878	1,561,558	1,654,691	1,732,626	1,809,821	1,641,549
Total Uses of Funds	2,516,668	7,110,110	5,035,863	3,671,259	2,971,394	1,654,691	1,732,626	1,809,821	1,641,549
Ending Fund Balance	\$ 5,833,623	1,029,947	3,081,616	1,578,534	235,098	222,688	174,437	91,381	219,415

CITY OF FLAGSTAFF
 REAL ESTATE PROCEEDS FUND
 FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2002	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 652,293	1,096,790	1,099,087	1,021,900	664,250	534,600	402,950	269,300	133,650
Revenues									
Real Estate Revenues	427,000	297,000	-	297,000	-	-	-	-	-
Interest on Investments	49,838	26,350	22,813	30,350	20,350	18,350	16,350	14,350	12,350
Miscellaneous	228,540	-	-	-	-	-	-	-	-
Total Revenues	705,378	323,350	22,813	327,350	20,350	18,350	16,350	14,350	12,350
Transfers In									
General Fund	150,000	150,000	150,000	-	150,000	-	-	-	-
Total Transfers In	150,000	150,000	150,000	-	150,000	-	-	-	-
Total Sources of Funds	1,507,671	1,570,140	1,271,900	1,349,250	834,600	552,950	419,300	283,650	146,000
Uses of Funds									
Departments									
Capital Expenditures	408,584	785,000	250,000	685,000	300,000	150,000	150,000	150,000	146,000
Total Expenditures	408,584	785,000	250,000	685,000	300,000	150,000	150,000	150,000	146,000
Total Uses of Funds	408,584	785,000	250,000	685,000	300,000	150,000	150,000	150,000	146,000
Ending Fund Balance	\$ 1,099,087	785,140	1,021,900	664,250	534,600	402,950	269,300	133,650	-

CITY OF FLAGSTAFF
COMMUNITY REDEVELOPMENT FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2002	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 578,394	86,879	461,601	545,036	6,872	6,872	6,872	6,872	6,872
Revenues									
Intergovernmental Revenues	979,559	1,547,207	669,695	1,463,261	758,000	1,058,000	758,000	1,058,000	758,000
Interest on Investments	5,853	-	1,062	1,500	-	-	-	-	-
Miscellaneous Revenues	130,405	3,000	76,198	1,946	-	-	-	-	-
Total Revenues	1,115,817	1,550,207	746,955	1,466,707	758,000	1,058,000	758,000	1,058,000	758,000
Transfers In									
General Fund	416,500	375,400	375,400	375,400	375,400	375,400	375,400	375,400	375,400
Total Transfers In	416,500	375,400	375,400	375,400	375,400	375,400	375,400	375,400	375,400
Total Sources of Funds	2,110,711	2,012,486	1,583,956	2,387,143	1,140,272	1,440,272	1,140,272	1,440,272	1,140,272
Uses of Funds									
Departments									
Operating Expenditures	1,649,110	2,012,172	1,038,920	2,380,271	1,133,400	1,433,400	1,133,400	1,433,400	1,133,400
Total Expenditures	1,649,110	2,012,172	1,038,920	2,380,271	1,133,400	1,433,400	1,133,400	1,433,400	1,133,400
Total Uses of Funds	1,649,110	2,012,172	1,038,920	2,380,271	1,133,400	1,433,400	1,133,400	1,433,400	1,133,400
Ending Fund Balance	\$ 461,601	314	545,036	6,872	6,872	6,872	6,872	6,872	6,872

CITY OF FLAGSTAFF
METRO PLANNING ORGANIZATION FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ -	-	-	-	-	-	-	-	-
Revenues									
Intergovernmental Revenue	130,357	265,666	309,065	298,126	203,000	203,000	203,000	203,000	203,000
Total Revenues	130,357	265,666	309,065	298,126	203,000	203,000	203,000	203,000	203,000
Total Sources of Funds	130,357	265,666	309,065	298,126	203,000	203,000	203,000	203,000	203,000
Uses of Funds									
Departments									
Operating Expenditures	130,357	265,666	309,065	298,126	203,000	203,000	203,000	203,000	203,000
Total Expenditures	130,357	265,666	309,065	298,126	203,000	203,000	203,000	203,000	203,000
Total Uses of Funds	130,357	265,666	309,065	298,126	203,000	203,000	203,000	203,000	203,000
Ending Fund Balance	\$ -	-	-	-	-	-	-	-	-

CITY OF FLAGSTAFF
G. O. BOND FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 11,624	10,049	11,781	12,081	12,381	12,681	12,981	13,281	13,581
Revenues									
Interest Revenue	157	300	300	300	300	300	300	300	300
Total Revenues	157	300	300	300	300	300	300	300	300
Transfers In									
BBB- Recreation	472,849	519,716	519,716	522,166	623,826	664,791	707,471	746,501	529,158
Secondary Property Tax Fund	1,258,195	1,372,115	1,372,435	1,496,290	1,156,935	-	-	-	-
Total Transfers In	1,731,044	1,891,831	1,892,151	2,018,456	1,780,761	664,791	707,471	746,501	529,158
Total Sources of Funds	1,742,825	1,902,180	1,904,232	2,030,837	1,793,442	677,772	720,752	760,082	543,039
Uses of Funds									
Debt Service									
Debt Service	1,731,044	1,893,731	1,892,151	2,018,456	1,780,761	664,791	707,471	746,501	529,158
Total Debt Service	1,731,044	1,893,731	1,892,151	2,018,456	1,780,761	664,791	707,471	746,501	529,158
Total Uses of Funds	1,731,044	1,893,731	1,892,151	2,018,456	1,780,761	664,791	707,471	746,501	529,158
Ending Fund Balance	\$ 11,781	8,449	12,081	12,381	12,681	12,981	13,281	13,581	13,881

CITY OF FLAGSTAFF
SECONDARY PROPERTY TAX FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 200,435	311,268	313,239	357,631	942,459	1,624,720	3,529,179	5,691,188	8,562,394
Revenues									
Secondary Property Taxes	4,197,777	4,358,257	4,358,257	4,550,192	4,686,697	4,827,298	4,972,117	5,121,281	5,274,919
Interest Revenue	3,766	7,800	4,040	7,200	18,800	32,500	70,600	113,800	171,200
Total Revenues	4,201,543	4,366,057	4,362,297	4,557,392	4,705,497	4,859,798	5,042,717	5,235,081	5,446,119
Total Sources of Funds	4,401,978	4,677,325	4,675,536	4,915,023	5,647,956	6,484,518	8,571,896	10,926,269	14,008,513
Uses of Funds									
Transfers Out									
G. O. Bond Fund	1,258,195	1,372,115	1,372,435	1,496,290	1,156,935	-	-	-	-
Recreation - BBB	306,594	315,792	315,792	255,266	262,924	270,811	278,936	287,303	295,922
Airport	132,271	215,081	207,818	202,672	205,281	267,056	191,000	264,000	267,750
Utilities	2,391,679	2,401,423	2,421,860	2,018,336	2,398,096	2,417,472	2,410,772	1,812,572	1,805,197
Total Transfers Out	4,088,739	4,304,411	4,317,905	3,972,564	4,023,236	2,955,339	2,880,708	2,363,875	2,368,869
Total Uses of Funds	4,088,739	4,304,411	4,317,905	3,972,564	4,023,236	2,955,339	2,880,708	2,363,875	2,368,869
Ending Fund Balance	\$ 313,239	372,914	357,631	942,459	1,624,720	3,529,179	5,691,188	8,562,394	11,639,644

CITY OF FLAGSTAFF
SPECIAL ASSESSMENT BOND FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 207,200	336,867	356,737	453,031	383,874	319,144	269,297	219,798	167,800
Revenues									
Special Assessments	350,894	207,035	328,539	203,214	212,885	29,118	29,505	31,835	34,166
Interest on Investments	96,024	46,674	67,893	30,197	21,533	15,180	12,442	9,742	6,825
Miscellaneous Revenues	1,970	-	1,134	-	-	-	-	-	-
Total Revenues	448,888	253,709	397,566	233,411	234,418	44,298	41,947	41,577	40,991
Total Sources of Funds	656,088	590,576	754,303	686,442	618,292	363,442	311,244	261,375	208,791
Uses of Funds									
Departments									
Operating Expense	90	-	-	100	-	-	-	-	-
Debt Service									
Bonds	299,261	301,274	301,272	302,468	299,148	94,145	91,446	93,575	95,410
Total Debt Service	299,261	301,274	301,272	302,468	299,148	94,145	91,446	93,575	95,410
Total Uses of Funds	299,351	301,274	301,272	302,568	299,148	94,145	91,446	93,575	95,410
Ending Fund Balance	\$ 356,737	289,302	453,031	383,874	319,144	269,297	219,798	167,800	113,381

CITY OF FLAGSTAFF
WATER AND WASTEWATER FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 21,217,886	24,687,382	25,976,281	28,886,683	18,089,501	16,828,417	14,189,934	12,616,303	12,234,022
Revenues									
Intergovernmental	-	-	10,000	10,000	-	-	-	-	-
Water Revenues	11,302,793	11,232,800	11,325,600	11,552,112	11,783,154	12,018,818	12,259,194	12,504,377	12,754,464
Wastewater Revenues	7,185,526	7,209,600	7,089,835	7,231,596	7,376,228	7,523,751	7,674,226	7,827,710	7,984,264
Interest Revenues	744,441	741,000	193,161	722,000	452,000	421,000	355,000	315,000	306,000
Miscellaneous Revenues	(67,963)	-	-	-	-	-	-	-	-
Total Revenues	19,164,797	19,183,400	18,618,596	19,515,708	19,611,382	19,963,569	20,288,420	20,647,087	21,044,728
Transfers In									
Debt Service Fund	2,391,679	2,401,423	2,421,860	2,018,336	2,398,096	2,417,472	2,410,772	1,812,572	1,805,197
Water & Sewer Bond Fund	4,678,245	4,199,653	6,775,000	-	12,009,800	11,298,700	1,639,100	1,304,800	6,719,600
Total Transfers In	7,069,924	6,601,076	9,196,860	2,018,336	14,407,896	13,716,172	4,049,872	3,117,372	8,524,797
Total Sources of Funds	47,452,607	50,471,858	53,791,737	50,420,727	52,108,779	50,508,158	38,528,226	36,380,762	41,803,547
Uses of Funds									
Departments									
Operating Expenditures	7,281,944	8,113,440	7,961,829	8,892,258	9,114,564	9,342,428	9,575,988	9,815,387	10,060,772
Indirect Costs	1,715,604	1,551,056	1,551,056	1,551,056	1,589,832	1,629,578	1,670,317	1,712,075	1,754,877
Capital Expenditures	7,334,807	12,891,079	9,107,834	14,457,648	17,732,300	18,255,900	6,792,600	5,666,900	10,953,500
Reserves/Contingencies	38,353	1,400,000	-	1,400,000	-	-	-	-	-
Total Expenditures	16,370,708	23,955,575	18,620,719	26,300,962	28,436,696	29,227,906	18,038,905	17,194,362	22,769,149
Debt Service									
Bonds	2,713,939	4,274,254	3,857,475	4,011,928	4,445,570	4,672,846	5,462,246	5,139,806	5,565,102
Total Debt Service	2,713,939	4,274,254	3,857,475	4,011,928	4,445,570	4,672,846	5,462,246	5,139,806	5,565,102
Transfers Out									
General Fund	2,391,679	2,406,423	2,426,860	2,018,336	2,398,096	2,417,472	2,410,772	1,812,572	1,805,197
Total Transfers Out	2,391,679	2,406,423	2,426,860	2,018,336	2,398,096	2,417,472	2,410,772	1,812,572	1,805,197
Total Uses of Funds	21,476,326	30,636,252	24,905,054	32,331,226	35,280,362	36,318,224	25,911,923	24,146,740	30,139,448
Ending Fund Balance	\$ 25,976,281	19,835,606	28,886,683	18,089,501	16,828,417	14,189,934	12,616,303	12,234,022	11,664,099

CITY OF FLAGSTAFF
 WATER AND WASTEWATER BOND FUND
 FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ -	4,137,653	-	-	-	12,990,200	1,691,500	52,400	13,647,600
Revenues									
Bond Proceeds	-	-	6,775,000	-	25,000,000	-	-	14,900,000	-
Interest on Investment	-	62,000	-	-	-	-	-	-	-
Total Revenue	-	62,000	6,775,000	-	25,000,000	-	-	14,900,000	-
Total Sources of Funds	-	4,199,653	6,775,000	-	25,000,000	12,990,200	1,691,500	14,952,400	13,647,600
Uses of Funds									
Transfers Out									
Water and Wastewater Fund	-	4,199,653	6,775,000	-	12,009,800	11,298,700	1,639,100	1,304,800	6,719,600
Total Transfers Out	-	4,199,653	6,775,000	-	12,009,800	11,298,700	1,639,100	1,304,800	6,719,600
Total Uses of Funds	-	4,199,653	6,775,000	-	12,009,800	11,298,700	1,639,100	1,304,800	6,719,600
Ending Fund Balance	\$ -	-	-	-	12,990,200	1,691,500	52,400	13,647,600	6,928,000

CITY OF FLAGSTAFF
AIRPORT FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 41,933	1,082	16,050	15,367	15,508	15,385	15,258	16,133	15,994
Revenues									
Intergovernmental Revenues	6,859,002	4,474,518	5,088,710	2,186,708	7,091,105	7,088,059	5,215,495	4,567,848	2,298,633
Airport Revenues	738,249	714,214	810,684	913,732	1,128,041	1,142,711	1,163,339	1,189,219	1,207,673
Interest Revenue	7,803	-	4,500	-	-	-	-	-	-
Miscellaneous Revenues	4,758	3,750	7,721	99,261	241,558	333,843	199,631	196,104	81,609
Passenger Facility Charges	96,692	85,000	92,000	95,000	95,000	95,000	95,000	95,000	95,000
Loan/Lease Proceeds	-	2,850,000	61,856	2,524,144	-	-	-	-	-
Total Revenues	7,706,504	8,127,482	6,065,471	5,818,845	8,555,704	8,659,613	6,673,465	6,048,171	3,682,915
Transfers In									
Airpark Fund	7,237	-	-	-	228,000	20,000	114,000	49,885	-
Secondary Prop Tax Fund	132,271	215,081	207,818	202,672	205,281	267,056	191,000	264,000	267,750
General Fund-Operating	498,661	590,000	493,000	449,000	241,000	167,000	314,000	325,000	457,000
General Fund-Capital	318,053	186,000	225,000	60,000	225,000	313,000	186,000	182,000	129,000
Total Transfers In	956,222	991,081	925,818	711,672	899,281	767,056	805,000	820,885	853,750
Total Sources of Funds	8,704,659	9,119,645	7,007,339	6,545,884	9,470,493	9,442,054	7,493,723	6,885,189	4,552,659
Uses of Funds									
Departments									
Operating Expenditures	753,337	810,191	828,060	874,273	894,120	916,510	939,456	962,989	987,108
Indirect Cost	408,276	387,672	387,672	387,672	397,360	407,290	417,470	427,910	438,610
Capital Expenditures	7,273,034	7,620,608	5,476,422	4,970,759	7,863,347	7,740,940	5,834,664	5,119,296	2,748,072
Total Expenditures	8,434,647	8,818,471	6,692,154	6,232,704	9,154,827	9,064,740	7,191,590	6,510,195	4,173,790
Debt Service									
Bonds	253,962	300,081	299,818	297,672	300,281	362,056	286,000	359,000	362,750
Total Debt Service	253,962	300,081	299,818	297,672	300,281	362,056	286,000	359,000	362,750
Total Uses of Funds	8,688,609	9,118,552	6,991,972	6,530,376	9,455,108	9,426,796	7,477,590	6,869,195	4,536,540
Ending Fund Balance	\$ 16,050	1,093	15,367	15,508	15,385	15,258	16,133	15,994	16,119

CITY OF FLAGSTAFF
AIRPARK PROCEEDS FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 381,589	382,822	386,185	394,185	400,085	178,085	160,785	49,185	-
Revenues									
Interest on Investments	11,833	5,000	8,000	5,900	6,000	2,700	2,400	700	-
Total Revenues	11,833	5,000	8,000	5,900	6,000	2,700	2,400	700	-
Total Sources of Funds	393,422	387,822	394,185	400,085	406,085	180,785	163,185	49,885	-
Uses of Funds									
Transfers Out									
Airport Fund	7,237	-	-	-	228,000	20,000	114,000	49,885	-
Total Transfers Out	7,237	-	-	-	228,000	20,000	114,000	49,885	-
Total Uses of Funds	7,237	-	-	-	228,000	20,000	114,000	49,885	-
Ending Fund Balance	\$ 386,185	387,822	394,185	400,085	178,085	160,785	49,185	-	-

CITY OF FLAGSTAFF
ENVIRONMENTAL SERVICES FUND
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 4,672,729	4,926,074	4,926,074	4,301,521	2,486,308	2,603,913	1,963,637	1,643,292	1,155,684
Revenues									
Intergovernmental Revenues	150,214	64,903	64,903	-	-	-	-	-	-
Environmental Services Revenues	6,666,886	6,795,509	7,074,920	7,721,424	7,911,814	8,107,091	8,307,385	8,512,830	8,723,563
Other Financing Sources	-	1,000,000	-	4,350,000	-	-	1,000,000	-	-
Interest on Investments	255,453	128,000	33,582	108,000	62,000	65,000	49,000	41,000	29,000
Miscellaneous Revenues	4,411	-	-	80,474	-	-	-	-	-
Total Revenues	7,076,964	7,988,412	7,173,405	12,259,898	7,973,814	8,172,091	9,356,385	8,553,830	8,752,563
Transfers In									
Stormwater Utility Fund	-	-	-	15,000	15,000	15,000	15,000	15,000	15,000
General Fund	64,255	-	-	-	-	-	-	-	-
Beautification Fund	29,978	-	-	-	-	-	-	-	-
Total Transfers In	94,233	-	-	15,000	15,000	15,000	15,000	15,000	15,000
Total Sources of Funds	11,843,926	12,914,486	12,099,479	16,576,419	10,475,122	10,791,005	11,335,022	10,212,121	9,923,247
Uses of Funds									
Departments									
Operating Expenditures	4,704,794	5,062,645	5,255,249	5,845,548	6,006,302	6,171,475	6,341,191	6,515,574	6,694,752
Indirect Costs	677,951	848,885	848,885	848,885	872,229	896,215	920,861	946,185	972,205
Capital Expenditures	1,081,694	2,059,277	1,264,146	2,276,000	988,000	1,755,000	2,425,000	1,590,000	870,000
Reserves/Contingencies	23,735	1,500,000	-	4,690,000	-	-	-	-	-
Total Expenditures	6,488,174	9,470,807	7,368,280	13,660,433	7,866,531	8,822,690	9,687,052	9,051,759	8,536,957
Transfers out:									
General Fund	429,678	429,678	429,678	429,678	4,678	4,678	4,678	4,678	4,678
Total Transfers Out	429,678	429,678	429,678	429,678	4,678	4,678	4,678	4,678	4,678
Total Uses of Funds	6,917,852	9,900,485	7,797,958	14,090,111	7,871,209	8,827,368	9,691,730	9,056,437	8,541,635
Ending Fund Balance (1)	\$ 4,926,074	3,014,001	4,301,521	2,486,308	2,603,913	1,963,637	1,643,292	1,155,684	1,381,612

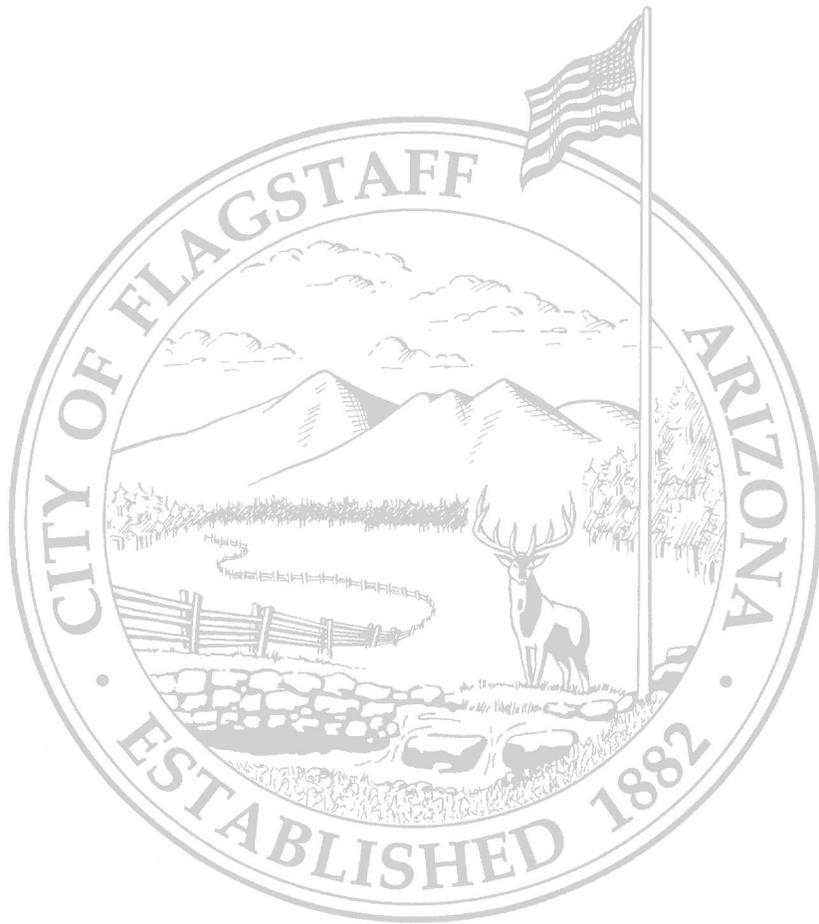
(1) Excludes monies set aside for closure costs.

CITY OF FLAGSTAFF
STORMWATER UTILITY FUND
FIVE YEAR PLAN 2004-2009

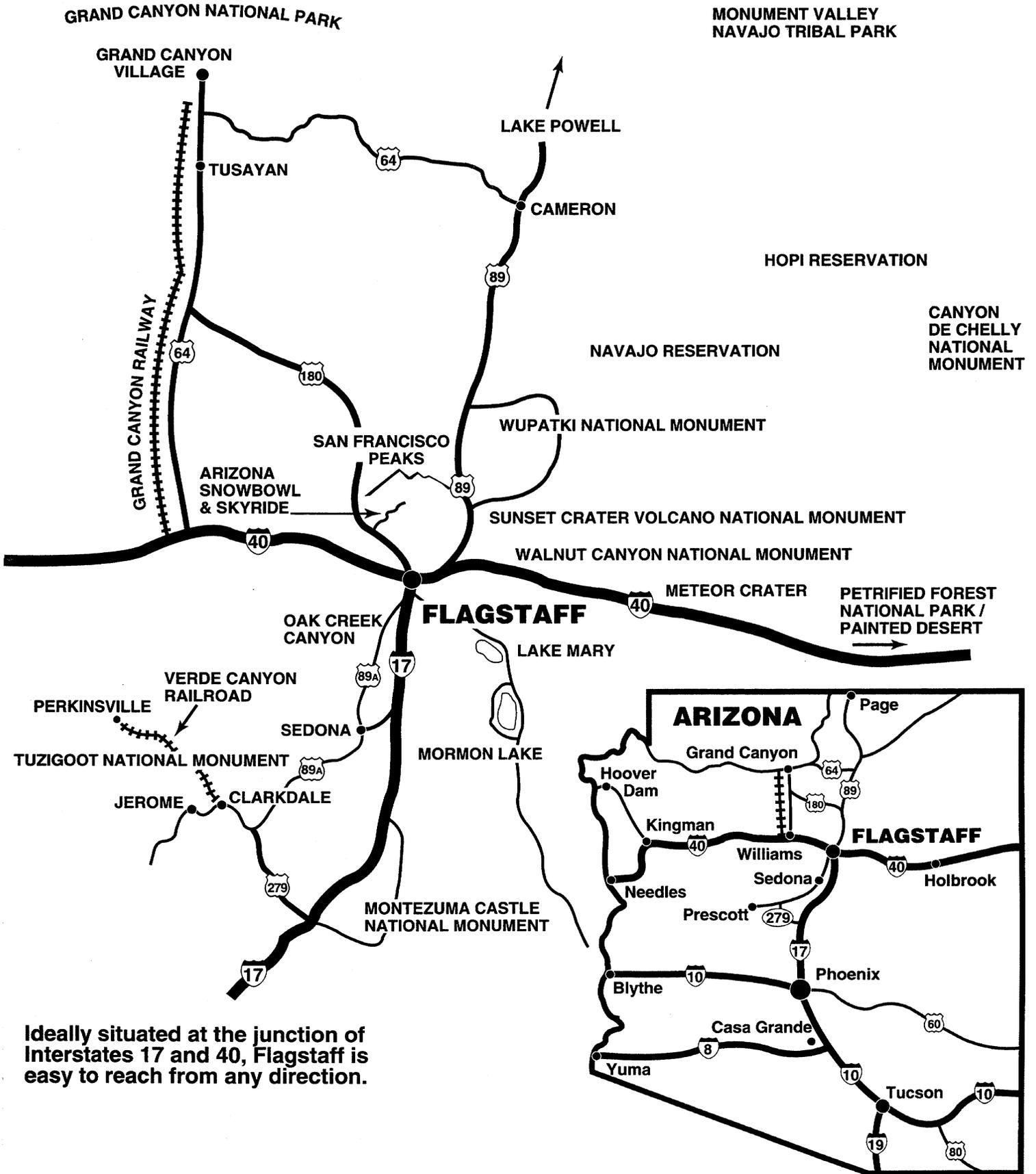
	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ -	-	-	-	1,906	65,607	54,590	41,923	27,502
Revenues									
Stormwater Revenues	-	786,917	-	507,000	519,675	532,667	545,984	559,633	573,624
User Fees	-	-	-	30,000	30,750	31,519	32,307	33,114	33,942
Interest Earnings	-	-	-	2,000	48	1,640	1,365	1,048	688
Total Revenues	-	786,917	-	539,000	550,473	565,826	579,655	593,796	608,254
Transfers in									
General Fund	-	-	-	60,000	-	-	-	-	-
4th Street	-	-	-	100,000	-	-	-	-	-
HURF	-	-	-	75,000	75,000	-	-	-	-
Total Transfers in	-	-	-	235,000	75,000	-	-	-	-
Total Sources of Funds	-	786,917	-	774,000	627,379	631,433	634,245	635,719	635,755
Uses of Funds									
Departments									
Operating Expenditures	-	464,212	-	444,534	456,337	468,454	480,894	493,665	506,775
Indirect Costs	-	-	-	40,560	41,574	42,613	43,679	44,771	45,890
Capital Expenditures	-	-	-	215,000	-	-	-	-	-
Reserves/Contingencies	-	50,000	-	10,000	-	-	-	-	-
Total Expenditures	-	514,212	-	710,094	497,911	511,068	524,573	538,435	552,665
Transfers Out									
Environmental Services	-	-	-	15,000	15,450	15,914	16,391	16,883	17,389
HURF	-	-	-	47,000	48,410	49,862	51,358	52,899	54,486
Total Transfers Out	-	-	-	62,000	63,860	65,776	67,749	69,782	71,875
Total Uses of Funds	-	514,212	-	772,094	561,771	576,844	592,322	608,217	624,540
Ending Fund Balance	\$ -	272,705	-	1,906	65,607	54,590	41,923	27,502	11,215

CITY OF FLAGSTAFF
EXPENDABLE TRUST FUNDS
FIVE YEAR PLAN 2004-2009

	Actual 2001-2002	Budget 2002-2003	Estimate 2002-2003	Budget 2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Sources of Funds									
Beginning Fund Balance	\$ 226,593	226,907	226,632	221,900	219,500	216,700	213,800	210,900	207,900
Revenues									
Interest on Investments	7,125	7,000	2,346	4,800	4,400	4,300	4,300	4,200	4,200
Miscellaneous Revenues	114	-	122	-	-	-	-	-	-
Total Revenues	7,239	7,000	2,468	4,800	4,400	4,300	4,300	4,200	4,200
Total Sources of Funds	233,832	233,907	229,100	226,700	223,900	221,000	218,100	215,100	212,100
Uses of Funds									
Departments									
Operating Expenditures	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Total Expenditures	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Total Uses of Funds	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Ending Fund Balance	\$ 226,632	226,707	221,900	219,500	216,700	213,800	210,900	207,900	204,900



Flagstaff Arizona



Ideally situated at the junction of Interstates 17 and 40, Flagstaff is easy to reach from any direction.

COMMUNITY PROFILE

Known as the "Land of Seven Wonders," Flagstaff attracts millions of tourists each year due to its easy access to such scenic attractions as the Grand Canyon, Sedona, Oak Creek Canyon, Meteor Crater, Walnut Canyon, Fairfield Snowbowl, Wupatki National Monument, and Sunset Crater.

Flagstaff drew its name from a very tall pine raised on Independence Day, July 4, 1876. The lone pine was to serve as a trail marker for westbound wagon trains seeking the promise of fertile soil and opportunity in California. Eventually, the trail became the famous Route 66.

One of the highest cities in the nation at an altitude of nearly 7,000 feet and at the base of the majestic San Francisco Peaks (12,633'), the city, like most mountain communities, has four classic seasons.

Flagstaff averages 283 days without precipitation each year, so it is not surprising that our residents love the great outdoors, and the mild climate encourages year-round outdoor activities. Surrounded by National Forest, the area is a playground for hikers, backpackers, campers, and rock climbers, as well as downhill and cross-country skiers in the winter. Other outdoor activities include golf, boating, hunting and fishing, softball, volleyball, soccer, ice hockey, hang gliding, and bicycling. For those who make walking, running, or bicycling a part of their normal exercise routine, Buffalo Park, a woodland mesa with spectacular views of the Peaks, features a 2-mile cinder track, complete with a 20-station Vita Course and a multitude of trails. The City has been constructing the Flagstaff Urban Trail System (FUTS) to provide bicycle and pedestrian linkage between all major areas of the City. The current draft of the proposed City/County regional plan shows an estimated 55 miles of FUTS. The City has completed approximately 28 miles to date.

POPULATION: *WHO WE ARE*

The results of the 2000 census indicate the population of the City of Flagstaff to be 52,894. The City submitted an appeal to the U.S. Census Bureau since that number indicates the City has grown by less than 200 people from the 1995 Special Census count of 52,701. The response from the Census Bureau was that the City has a valid claim, however the counts will not be adjusted for any location in Arizona. The City will be using the Arizona Department of Economic Security population estimate of 59,160 for 2002.

The City has grown and is expected to continue to grow at a very moderate and stable growth rate of 1.97% per year. This has allowed the City to keep pace with population demands and manage growth in a manner that is consistent with the economic, environmental and fiscal qualities that are priority values of our community.

EDUCATION: *THE FACTS SPEAK FOR THEMSELVES*

Education is a high priority in Flagstaff, and Flagstaff Unified School District #1 is widely recognized as one of the finest in the Southwest with 12 elementary schools, 2 middle schools, 2 alternative schools, 1 magnet school, and 3 high schools. The Arizona Department of Education has commended the Flagstaff school system for its positive learning atmosphere and innovative instructional programs. The district has one of the lowest dropout rates in the State and students consistently score well above state and national averages on achievement tests. Flagstaff Unified School District also provides an outstanding vocational education program.

In addition to the school system, there are 10 chartered schools run by private parties. These schools provide educational opportunities for children in kindergarten to high school. The schools specialize in everything from specific learning styles to programs focused on the Arts.

Flagstaff's commitment to education is enhanced by Northern Arizona University's contribution to the community. Established in 1899, NAU is one of Arizona's three state universities. In the fall of 2002, NAU offered 108 Bachelor, 44 Master, and 9 Doctorate degrees. Its approximately 19,907 students (13,906 of which were enrolled at the Flagstaff campus) are enrolled in standard curriculum in business, arts and sciences, and specialized degree programs in forestry, physical therapy, and hotel/restaurant management.

Coconino County Community College offers associate degrees, continuing education, and special programs for small businesses. Enrollment is approximately 3,816 students (3,131 of which were enrolled at the two Flagstaff campus).

ECONOMY: *PROGRESS MUST ENHANCE THE QUALITY OF LIFE--OR IT ISN'T PROGRESS*

Flagstaff serves as the economic hub of Northern Arizona. It is the largest city in Coconino County, which is the nation's second largest county (almost

12 million acres), bounded on all sides by the Coconino National Forest, the largest stand of Ponderosa Pines in the U.S. Not surprisingly, the U.S. Forest Service, the U.S. Geological Service, and Coconino County are major employers.

NAU, the largest employer in the City, has a major economic impact annually. The campus is used year-round and hosts many professional athletes, e.g., Phoenix Cardinals and Phoenix Suns, and Olympic athletes that choose Flagstaff as training site because of the climate, altitude, and available facilities. The University, in partnership with the City of Flagstaff and the State of Arizona, has institutionalized this with the development of the High Altitude Sports Training Center. The Center invites athletes worldwide to train at our 7,000 feet elevation, which has proven to offer a competitive advantage. The Center offers facilities, health assessments, and other services to these international athletes.

Five business and industrial parks are situated with excellent access to the Interstates (I-40 and I-17). One additional site resides within 15 miles of the City limits. Major manufacturers include W.L. Gore & Associates (of Gortex renown), manufacturer of medical equipment; Nestle Purina Petcare Products, manufacturer of pet food; SCA Tissue, manufacturer of tissue paper; and Joy Cone, manufacturer of ice cream cones.

The following is a breakdown of the 7,144 active business licenses by category:

Construction Contracting	1,626
Building Materials	126
General Merchandising Stores	13
Drug and Liquor Stores	30
Food Stores	147
Auto Sales, Parts, etc.	328
Clothing Stores	77
Home Furnishings	393
Rentals	775
Advertising, Publishing, and Printing	134
BBB	377
Misc. Retail	1,774
Service Related (Business Licenses)	<u>1,344</u>
	7,144

Total sales generated by Flagstaff businesses reached \$2.36 billion in FY 2003.

Tourism is a year-round industry attracting skiers in the winter, vacationers in the summer, and sightseers viewing the aspen turning gold in the fall. Non-city residents provided an estimated 50% of the sales tax revenue. The City has 375 licensed

businesses generating BBB tax revenues (an additional 2% sales tax).

**TRANSPORTATION:
AT THE CROSSROADS**

Flagstaff is ideally situated at the juncture of I-17 and I-40, and with its close proximity to the Grand Canyon and six other National Parks and Monuments. Flagstaff understands the importance of ensuring people getting to where they want to go; whether this be the tourist en route to the Grand Canyon, the winter visitor headed for the slopes or Nordic trails, or the local area residents getting out and about town.

Our commitment to maintaining and enhancing our transportation infrastructure includes street improvements, airport expansion, and completion of the next link of FUTS and completion of a regional transportation plan.

The City was designated an urbanized area in response to the 1995 census population exceeding 50,000. A Metropolitan Planning Organization (MPO) has been formed. Their mission is to prepare and implement a comprehensive transportation plan for the community.

Pulliam Airport is located four miles south of the city and provides five daily flights, three Saturday flights, and four Sunday flights to Phoenix, where connections can be made to international and national destinations. The terminal facility that provides 21,000 square feet opened in May 1993.

Santa Fe Railway provides piggyback service for rail freight, and Amtrak provides passenger service with daily arrivals and departures. Additionally, intra and interstate bus service (Greyhound) and local service (Mountain Line) operate in Flagstaff.

As a complement to the Flagstaff lifestyle and ancillary to the transportation network within the city, a non-motorized urban trails system (FUTS), consisting of a proposed 55 miles of interconnected trails linking virtually every area of the city will be completed over a ten-year period. Users include pedestrian commuters, runners, bicyclists, hikers, and cross-country skiers.

**ENVIRONMENTAL FOCUS:
AWARENESS AND SENSITIVITY**

“Flagstuffers” realize that the quality of life enjoyed in this mountain community is intricately related to the preservation of our environment. Manpower and

other resources are allocated to various programs that are dedicated to environmental issues. Clean and Green sponsors a variety of programs including Adopt-An-Avenue (92 miles of roadway), Adopt-A-Park (22 parks maintained by various volunteer groups), and Adopt-A-Trail (9 miles maintained by volunteers). Clean and Green also operates the vehicle abatement program that tows approximately 230 unwanted vehicles annually. Volunteers from various neighborhood organizations, church groups, Americrops, and schools also get involved throughout the year to cleanup illegal dumping sites, the Rio De Flag and other undeveloped areas. The average number of these service projects is 48 per year. Recycling programs have focused on public awareness and education, drop-off centers, cooperative venture in developing a school curriculum program (Waste in Place), and a curbside-recycling program including the construction of a Materials Recovery Facility (MRF). The city built and operates a Household Hazardous building to accept hazardous waste year round. Water conservation programs include a reclaim water treatment plant and related distribution lines to transport water to large irrigation water users, as well as a low-flow toilet rebate program. The toilet rebate program of \$13,000 has been extended to commercial and industrial users as well as residential customers. Additionally, the City provides funding support to not-for-profit organizations such as the Resource Center for Environmental Education and the Museum of Northern Arizona.

Open Space and Regional Plans

These programs are not stand-alone, token efforts. An environmental consciousness is pervasive in our actions. For example, fixing leaking waterlines in the Inner Basin will eliminate a water supply area animals have come to rely on. Therefore, the City worked with the Arizona Fish and Game to provide trick tanks (water ponds) when the leaking lines are replaced. Such actions are illustrative of our environmental ethos.

CULTURAL OPPORTUNITIES: AWARENESS IS A QUALITY OF LIFE ATTRIBUTE

Flagstaff serves as the cultural hub of Northern Arizona. Because arts and cultural activities enhance the quality of life and have an economic impact, the City supports these endeavors. This year, these endeavors will receive \$373,340 and of this amount \$53,340 will go towards the Art in Public Places program. Funding support for these activities comes from the Bed, Board and Booze tax, and the General Fund. The Arts and Science Commission

will disburse these funds. Throughout the year, there are art shows, festivals, live theater performances, and Native American arts and crafts exhibits to satisfy the most ardent enthusiast.

The Flagstaff Symphony Orchestra performs eight orchestra concerts, a young people's orchestra, and a children's holiday concert each year. The annual concert series often featuring guest artists of national and international renown. The orchestra consists of approximately 55 members.

Lowell Observatory, famous for its discovery of the planet Pluto, was built in 1894 on Mars Hill and remains one of the country's leading astronomical institutions, operating seven telescopes in and around Flagstaff. The Lowell Observatory also offers daily-guided tours and night viewings to the public.

The Museum of Northern Arizona offers internationally recognition exhibits in archeology, ethnology, geology, biology, and fine art of the Colorado Plateau. Four especially notable exhibitions, which attract national and international visitors, include the annual Zuni, Hopi, Navajo, and Hispanic Exhibitions with contemporary and traditional pottery, weaving, jewelry, and sand paintings, as well as native artist demonstrations and traditional dance.

RECREATION: A FOCAL POINT FOR LIVING

A substantial portion of the tourism industry is tied to the outdoor amenities surrounding the area. Flagstaff is in close proximity to an array of scenic attractions. Canyons include the Grand Canyon and Oak Creek Canyon. Indian ruins are found in numerous locations with Walnut Canyon National Monument and Wupatki National Monument ten miles east of the City. Sunset Crater Volcano has trails, which meander through the lava flows and between the cinder cones. The City is surrounded within and without by coniferous forests, which allow for an array of outdoor sports and camping and backpacking opportunities. Flagstaff averages more than 108 inches of snow annually. Downhill skiers enjoy 32 runs down the San Francisco Peaks, just 14 miles from downtown Flagstaff. Groomed trails at a nordic center provide over 40 kilometers of cross-country skiing. Endless miles can be skied on the hundreds of miles of forest service roads. Flagstaff even sponsors the annual Winter Festival that includes dog sled races.

Hikers, joggers, and mountain bikers will find miles of trails, which range from gentle grades to

extremely difficult terrain. The outdoor sportsman will find opportunities for hunting and fishing. The individual committed to an exercise routine, which includes running, or walking will find a 2-mile track complete with a 20-station Vita Course at Buffalo Park, a woodland area atop a mesa with spectacular views of the San Francisco Peaks.

For those who enjoy organized team sports, the City has adult and youth leagues for softball, baseball,

basketball, soccer, ice hockey, and volleyball throughout the year. Additional recreation amenities include the skateboard park and disc golf course, which provide year-round recreational opportunities. Additionally, the City is committed to the development of a non-motorized urban trail network (FUTS), which will interconnect virtually all areas of the City when completed and will serve as an important transportation element as well as a recreation amenity.

**Major Taxpayers
City of Flagstaff, Arizona
2002 Tax Year**

<u>Company Name</u>	<u>Net Assessed</u>	<u>As % of the City's 2002 Net Secondary Assessed Valuation</u>
Arizona Public Service Company	\$ 12,690,610	2.83%
W L Gore & Associates Inc.	10,577,757	2.36%
Northern Arizona Gas Division (Citizens Utilities)	9,194,655	2.05%
U. S. West Communications Inc.	7,081,338	1.58%
Ralston Purina Co.	5,274,488	1.18%
Little America Refining Company	5,149,226	1.15%
Consolidated Investments Company Inc.	3,086,173	0.69%
Flagstaff Mall Associates Ltd. Partnership	2,996,319	0.67%
Walstaff Associates (Walgreens)	2,940,753	0.66%
SACO Management Inc.	2,498,291	0.56%
	<u>\$ 61,489,610</u>	<u>13.73%</u>

Source: Arizona Department of Revenue

General Obligation Debt Servicing:

	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
Secondary Assess Value	\$ 362,625,557	\$ 385,098,813	\$ 408,592,733	\$ 429,030,400	\$ 444,674,678
Population	59,945	52,894	57,700	59,160	59,160 *
Net Bonded Debt	\$ 40,868,746	\$ 36,499,461	\$ 33,732,570	\$ 33,984,726	\$ 30,447,849
Debt as a % of AV	11.3%	9.5%	8.3%	7.9%	6.8%
Per Capita Debt	\$ 681.77	\$ 690.05	\$ 584.62	\$ 574.45	\$ 514.67
Property Tax Rate:					
Primary	0.7326	0.7326	0.7326	0.7326	0.7326
Secondary	0.9801	0.9801	0.9801	0.9801	0.9801
Total Tax Rate	<u>1.7127</u>	<u>1.7127</u>	<u>1.7127</u>	<u>1.7127</u>	<u>1.7127</u>

* FY 2003 population estimates were not available at the time of printing.

Miscellaneous Statistical Data

<p>Date of Incorporation - 1894</p> <p>Date First Charter Adopted October 3, 1958</p> <p>Date Present Charter Adopted April 10, 1984</p> <p>Form of Government Council, City Manager</p> <p>Area - Square Miles 2003 64.400</p> <p>Miles of Streets, Alleys and Sidewalks</p> <table style="margin-left: 20px; border-collapse: collapse;"> <tr><td>Streets</td><td style="text-align: right;">208.72</td></tr> <tr><td>Alleys</td><td style="text-align: right;">10.15</td></tr> <tr><td>Total</td><td style="text-align: right;"><u>218.87</u></td></tr> </table> <p>Sidewalks 146.59</p> <p>Miles of Sewer</p> <table style="margin-left: 20px; border-collapse: collapse;"> <tr><td>Storm</td><td style="text-align: right;">40.20</td></tr> <tr><td>Sanitary</td><td style="text-align: right;">235.23</td></tr> </table> <p>Number of Street Lights 2,921</p> <p>Number of Fire Hydrants 2,478</p> <p>Number of Manholes 6,097</p> <p>Other City Buildings 37 Includes City Buildings in Addition to Fire Stations and Recreation Buildings</p> <p>Employees as of June 30, 2002</p> <table style="margin-left: 20px; border-collapse: collapse;"> <tr><td>Merit System</td><td style="text-align: right;">557</td></tr> <tr><td>Exempt</td><td style="text-align: right;">115</td></tr> <tr><td>Temporary</td><td style="text-align: right;">205</td></tr> <tr><td>Elected Officials</td><td style="text-align: right;">7</td></tr> </table> <p>Total Payroll for the Year Ending 2002: \$ 31,085,609</p>	Streets	208.72	Alleys	10.15	Total	<u>218.87</u>	Storm	40.20	Sanitary	235.23	Merit System	557	Exempt	115	Temporary	205	Elected Officials	7		<p>Fire Protection</p> <table style="margin-left: 20px; border-collapse: collapse;"> <tr><td>Number of Stations</td><td style="text-align: right;">6</td></tr> <tr><td>Number of Employees (FTE)</td><td style="text-align: right;">97</td></tr> </table> <p>Police Protection</p> <table style="margin-left: 20px; border-collapse: collapse;"> <tr><td>Number of Employees</td><td style="text-align: right;">150</td></tr> <tr><td>Number of Calls for Service per Annual Report-12/31/02</td><td style="text-align: right;">55,625</td></tr> <tr><td>Average Patrol Officers for 24 hour period</td><td style="text-align: right;">18</td></tr> <tr><td>Vehicular Patrol Units</td><td style="text-align: right;">26</td></tr> </table> <p>Coconino County Jail Prisoner Capacity 562</p> <p>Pulliam Airport</p> <table style="margin-left: 20px; 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Miscellaneous Statistical Data (Continued)

Education

Number of Schools:	
Public Elementary	12
Public Middle School	2
Public High School	3
Alternative Schools	3
Magnet Schools	1
Charter Schools	10
Community College (Coconino)	1
University (Northern Arizona)	1

Number of Teachers (Fall 2002):	
Flagstaff Unified School District	924
Northern Arizona University Faculty	698
Coconino Community College Faculty	275

Number of Students (Fall 2002):	
Flagstaff Unified School District	11,513
Charter, Private and Parochial K-12	Not Available
Northern Arizona University	
Flagstaff Campus	13,906
All Locations	19,907
Coconino Community College	
Flagstaff Campuses (2)	3,131
All Locations	3,816

Sales Tax

Retail Sales by Fiscal Year:	
2002	\$ 1,404,232,492
2001	1,324,735,136
2000	1,238,195,104
1999	1,117,197,604
1998	1,065,133,746
1997	1,016,570,260
1996	965,100,588
1995	905,801,130
1994	867,566,687
1993	776,546,307
1992	686,784,204
1991	659,778,700
1990	631,835,742
1989	595,358,235
1988	546,806,636
1987	525,528,924
1986	469,294,230
1985	453,236,712

Total Sales Tax Revenue for Fiscal Year 2002
\$ 11,277,121

Population

Census Population Count-Last Five Censuses:		
2002	(Estimate)	59,160
2001	(Estimate)	57,700
2000		52,894
1995*		52,701
1990		45,854
1985		38,247
1980		34,743
*Special Census		

2000 Census Information:	
Age Distribution of Population for Urbanized Areas Only	
1-4 Years	3,546
5-17 Years	9,288
18-24 Years	11,487
25-44 Years	16,111
45-64 Years	8,309
65+ Years	<u>4,153</u>
	<u><u>52,894</u></u>

Average Persons per Housing Unit	2.59
Average Family Size	3.13
Median Household Income	\$ 37,146
Per Capita Income (2000)	\$ 18,637

2000 Census information available at the following websites:
<http://www.census.gov/census2000/states/az.html>
<http://www.de.state.az.us/links/economic/webpage/index.html>

Utility Enterprise	
Total Active Accounts on June 30, 2002	
Water	16,948
Sewer	16,518
Average Gallons/Household/Month	6,070
Plants Capacity (Million Gallons per Day):	
Water Treatment Plant	7.2
Reservoir Filtration Plant	3
Wildcat Hill Plant	6
Rio de Flag Reclaim Plant	4
Wells	24
Reservoirs	8
Reclaimed Reservoirs	1
Miles of Water Lines	357.29
Miles of Reclaimed Lines	14.77
Miles of Sewer Lines	235.23

Property Tax Rates and Tax Levies
Direct and Overlapping Governments

Last Ten Fiscal Years

Fiscal Year	City	School District	Community College	County	State	Total
<u>Tax Rates</u>						
1994	2.1014	6.3515	0.3671	1.1650	0.4700	10.4550
1995	2.0823	6.3778	0.3706	1.1622	0.4700	10.4629
1996	1.7983	6.7903	0.3728	1.1472	0.4700	10.5786
1997	1.8283	6.5237	0.3784	1.1386	-	9.8690
1998	1.7127	6.6634	0.3869	1.1168	-	9.8798
1999	1.7127	6.5477	0.3952	1.1094	-	9.7650
2000	1.7127	6.5585	0.5947	1.1444	-	10.0103
2001	1.7127	6.6885	0.5724	1.1336	-	10.1072
2002	1.7127	6.6741	0.5717	1.0951	-	10.0536
2003	1.7127	6.7590	0.5809	1.1941	-	10.2467

Note: Tax rates are per \$100 assessed valuation.

<u>Tax Levies</u>						
1994	\$ 5,743,129	17,177,928	987,329	3,146,188	1,264,082	28,318,656
1995	5,910,644	17,960,572	1,038,919	3,269,358	1,317,571	29,497,064
1996	5,424,449	20,199,032	1,096,407	3,401,466	1,382,273	31,503,627
1997	5,638,222	20,034,474	1,157,420	3,492,093	-	30,322,209
1998	5,754,197	22,148,857	1,275,182	3,706,162	-	32,884,398
1999	6,138,071	23,252,495	1,393,923	3,936,405	-	34,720,894
2000	6,526,010	24,786,048	2,252,184	4,324,131	-	37,888,373
2001	6,936,955	26,912,268	2,305,697	4,560,552	-	40,715,472
2002	7,271,109	28,102,941	2,410,678	4,610,071	-	42,394,799
2002	7,613,349	29,809,493	2,566,723	5,269,867	-	45,259,432

Ten Year Resume
Population, Assessed Valuations, Tax Rates,
Property Tax Collections and Average Property Tax per Capita

Last Ten Fiscal Years

Fiscal Year	Population (1)	Secondary Assessed Value (2)	Primary	Secondary	Combined Primary & Secondary Tax Rates	Cumulative Combined Property Tax Collections	Average Property Tax Collection Per Capita
1994	50,744	\$ 275,309,728	0.6644	1.4370	2.1014	\$ 5,799,975	\$ 114.30
1995	52,701 *	285,499,920	0.6644	1.4179	2.0823	5,930,610	112.53
1996	53,966	309,828,076	0.7326	1.0657	1.7983	5,481,566	101.57
1997	55,885	310,066,911	0.7326	1.0957	1.8283	5,646,621	101.04
1998	58,145	340,743,258	0.7326	0.9801	1.7127	5,761,493	99.09
1999	59,945	362,625,557	0.7326	0.9801	1.7127	6,115,544	102.02
2000	52,894 **	385,098,813	0.7326	0.9801	1.7127	6,536,221	123.57
2001	57,700	408,592,733	0.7326	0.9801	1.7127	6,749,194	116.97
2002	59,160	429,030,400	0.7326	0.9801	1.7127	7,268,268	122.86
2003	59,160 ***	464,257,886	0.7326	0.9801	1.7127	7,609,112	128.62

(1) Arizona Department of Economic Security projected population increases except 1995 and 2000, which are official census figures.

(2) From County Assessors Office.

* 1995 Special Census.

** Census estimates exceeded actual 2000 census results.
FY2000 adjusted to reflect population per U.S. Census official results

*** FY 2003 population estimates were not available at the time of printing.

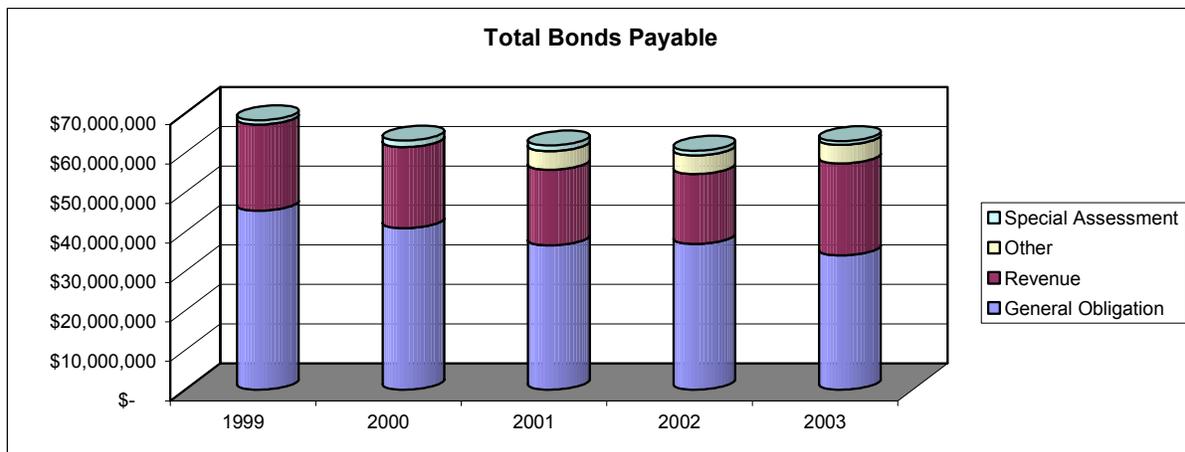
Retail Sales Tax Rates
Direct and Overlapping Governments

Last Ten Fiscal Years

Fiscal Year	City Sales Tax	City Transportation Tax	City BBB Tax	County Sales Tax	State Sales Tax	Total
Tax Rates						
1994	1.0000	-	-	0.5000	5.0000	6.5000
1995	1.0000	-	-	0.5000	5.0000	6.5000
1996	1.0000	-	2.0000	0.5000	5.0000	8.5000
1997	1.0000	-	2.0000	0.5000	5.0000	8.5000
1998	1.0000	-	2.0000	0.8000	5.0000	8.8000
1999	1.0000	-	2.0000	0.8000	5.0000	8.8000
2000	1.0000	-	2.0000	0.8000	5.0000	8.8000
2001	1.0000	0.5100	2.0000	0.8000	5.6000	9.9100
2002	1.0000	0.5745	2.0000	0.8000	5.6000	9.9745
2003	1.0000	0.5745	2.0000	0.9250	5.6000	10.0995

Total Bonds Payable:

	1999	2000	2001	2002	2003
General Obligation	\$ 45,333,746	40,904,461	36,537,570	36,873,231	34,012,849
Revenue	21,845,000	20,555,000	19,180,000	17,760,000	23,295,760
Other	-	-	4,700,000	4,700,000	4,700,000
Special Assessment	1,055,000	1,620,000	1,417,000	1,188,000	944,000
Total Bonds Payable	\$ 68,233,746	63,079,461	61,834,570	60,521,231	62,952,609

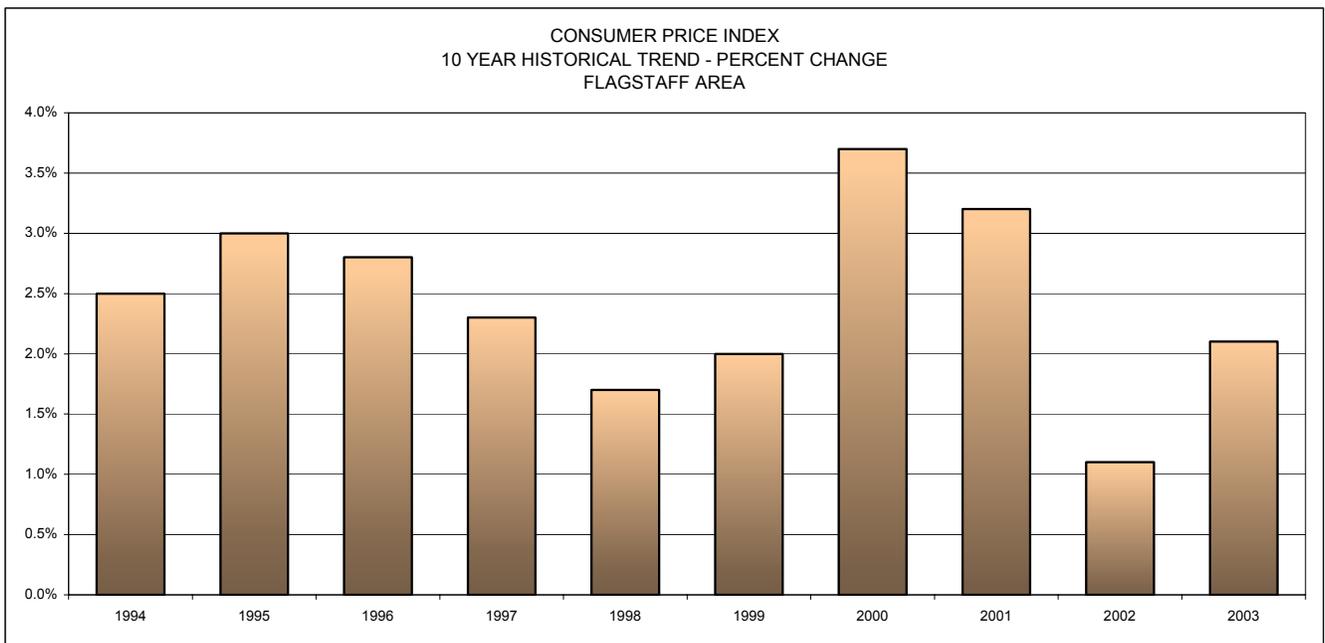
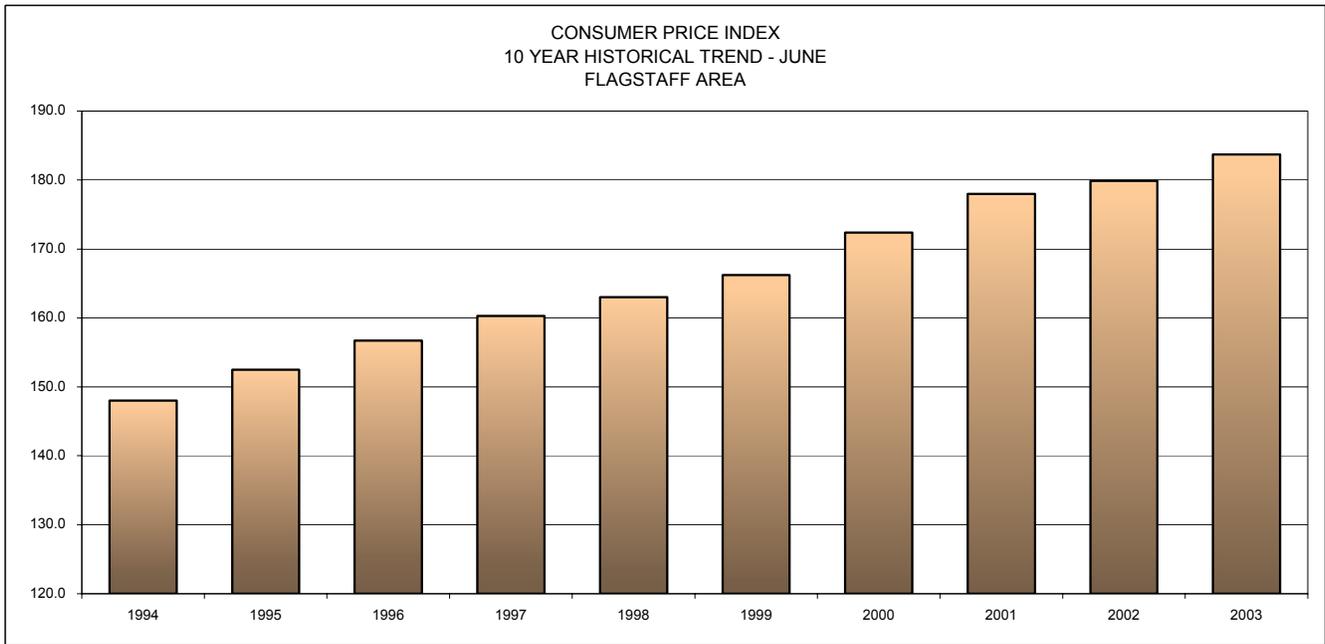


Bonded Debt
Interest/Coupon Rates by Issue and Year

Fiscal Year	1993 G.O. Water	1997 G.O. Public Safety, Parks, Water	2001 G.O. Parks & Rec	2001 G.O. Water, Sewer Airport	1991 CAB's Sewer	1996 Special Assessment Downtown	1999 Special Assessment Bow & Arrow	1992 Revenue Street and Highway	2003 Revenue Street and Highway	2001 Certificates of Participation USGS
2003	6.750	6.500	-	3.250	6.300	5.700	4.900	-	2.000	4.000
2004	4.875	4.600	-	3.400	6.300	5.700	4.900	-	2.500	4.000
2005	4.900	4.700	-	3.500	6.300	5.700	4.900	-	2.500	4.000
2006	-	4.800	-	3.625	6.300	-	4.900	-	3.000	4.000
2007	-	4.900	-	5.000	6.750	-	4.900	-	3.000	4.000
2008	-	5.000	4.375	5.000	-	-	4.900	9.500	3.250	4.150
2009	-	5.000	4.500	5.000	-	-	4.900	7.750	3.250	4.350
2010	5.000	5.000	4.500	-	-	-	4.900	5.900	-	4.550
2011	5.000	5.000	4.500	-	-	-	-	5.900	-	4.550
2012	4.750	5.000	4.500	-	-	-	-	5.500	-	4.600
2013	4.750	4.500	4.650	-	-	-	-	-	-	4.625
2014	-	-	4.750	-	-	-	-	-	-	4.750
2015	-	-	-	-	-	-	-	-	-	4.750
2016	-	-	-	-	-	-	-	-	-	4.750

**United States Consumer Price Index
10 Year Historical Trend - June versus June
Flagstaff Area, Non-Seasonally Adjusted**

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
June	148.0	152.5	156.7	160.3	163.0	166.2	172.4	178.0	179.9	183.7
Percent Change	2.5%	3.0%	2.8%	2.3%	1.7%	2.0%	3.7%	3.2%	1.1%	2.1%



Source: Tax, Licensing, and Revenue Division

Appendix A – Authorized Personnel/Position Summary

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
CITY MANAGER						
Assistant City Manager	1	1	0	0	0	0
City Manager	1	1	1	1	1	1
Deputy City Manager	1	0	2	2	2	2
Exc Admin Assistant	0	0	1	1	1	1
Executive Assistant	1	1	1.25	1.25	1	1
Intern	0	0	0.75	0	0	0
Management Assistant-PIO	1	1	1	1	1	1
Total	5	4	7	6.25	6	6
CITY CLERK						
City Clerk	1	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1	1
Exc Admin Assistant	1	1	1	1	1	1
Total	3	3	3	3	3	3
CAPITAL IMPROVEMENTS						
Admin Spclst	0	0	1	1	1	1
CIP Director	0	0	1	1	1	1
Capital Improvements Engineer	0	0	2	2	2	2
Eng Project Manager I	0	0	2	3	2	2
Eng Project Manager I (Exempt)	0	0	0	Transfer	1	1
Eng Project Manager II	0	0	2	2	1	1
Engineering Technician III	0	0	1	0	0	0
Engineering Technician IV	0	0	3	2	1	1
Intern	0	0	0	0.5	0.5	0.5
Management Assistant -PIO	0	0	1	1	0	0
Project Manager II	0	0	0	0	1	1
Senior Project Manager	0	0	6	6	5	5
Total	0	0	19	18.5	15.5	15.5
HUMAN RESOURCES						
Admin Asst	1	1	1	1	1	1
Admin Spclst	1	1	1	1	1	1
Human Resources Analyst	1	1	0.75	0.75	0.75	0.75
Human Resources Assistant	1	1	0	0	0	0
Human Resources Manager	1	1	1	1	1	1
Human Resources Specialist	0	0	1	1	1	1
Risk Management Assistant	0	0	0.5	Transfer	0	0
Risk Manager	1	1	1	Transfer	0	0
Total	6	6	6.25	4.75	4.75	4.75
RISK MANAGEMENT						
Risk Management Assistant	0	0	Transfer	1	1	1
Risk Manager	0	0	Transfer	1	1	1
Total	0	0	0	2	2	2
LAW						
Admin Asst	1	1	1	1	1	1
Admin Spclst	2	2	2	2	2	2
Asst City Attny-Chief Prosecutor	1	1	1	1	1	1
Asst City Attny-Civil I	1	1	2	2	2	2
Asst City Attny-Civil II	1	1	1	1	1	1
Asst City Attny-Prosecution	4	4	4	4	4	4
City Attorney	1	1	1	1	1	1
Intern	0.5	0.5	0.25	0.25	0.25	0.25
Total	11.5	11.5	12.25	12.25	12.25	12.25

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
INFORMATION SYSTEMS						
Client Service Administrator	0	0	1	1	1	1
Computer Tech I	1	1	1	1	1	1
Computer Tech II	0	0	1	1	1	1
Computer/Data Ent Operator-temp	1.5	0.5	0.5	0	0	0
Data Base Analyst	0	1	1	1	1	1
Data Communications Tech	1	1	0	0	0	0
GIS Manager	1	1	1	1	1	1
GIS System Analyst	1	1	1	1	1	1
GIS Technician	0	0	0	1	1	1
GIS Temporary	0	0	1.5	0	0	0
Info. Sys. Customer Svc. Rep.	0	1	1	1	1	1
Info. Sys. Specialist	1	1	0	0	0	0
Information Systems Mgr.	1	1	1	1	1	1
Intern	1	2.25	0.75	0.75	0	0
Network Administrator	1	1	0	0	0	0
Network Analyst	0	0	1	1	1	1
Programmer/Analyst I	1	1	1	1	1	1
Senior GIS Technician	1	1.5	1	1	1	1
Software Support Tech	1	1	0	0	0	0
Total	12.5	15.25	13.75	12.75	12	12
MANAGEMENT SERVICES						
Admin Asst	1.5	1.5	1.5	1.5	1.5	1.5
Admin Spclst	2	2	2	2	2	2
Buyer	1	1	3	1	1	1
Contracts Assistant	1	1	2	1	0	0
Contract Specialist	0	0	0	0	1	1
Financial Services Director	1	1	1	0	0	0
Grants/Contract Manager	1	1	1	Transfer	0	0
Mail/Duplication Aide	1	1	1	1	1	1
Management Services Director	1	1	1	1	1	1
Purchasing Director	1	1	1	1	1	1
Purchasing Manager	1	0	0	0	0	0
Real Estate Manager	1	1	1	1	1	1
Senior Buyer	1	2	0	2	2	2
Storekeeper	1	1	1	1	1	1
Total	14.5	14.5	15.5	12.5	12.5	12.5
SALES TAX						
Account Clerk II	1	1	1	1	1	1
Admin Asst	1.75	1.75	2.25	2.5	2.5	2.5
Auditor II	2	2	2	2	2	2
Revenue Collector	2	2	2	2	2	2
Tax Licensing & Revenue Adm	1	1	1	1	1	1
Total	7.75	7.75	8.25	8.5	8.5	8.5
LIBRARY - CITY/GRANTS						
Admin Spclst	1	1	1.5	1.5	1.5	1.5
Librarian	2	1	1	1	1	1
Library Assist. I	11.75	12.25	12.75	12.75	13	13
Library Assist. I (temp)	2.5	2.25	2.25	2.75	2.75	2.75
Library Assistant II	2	2	2	2	2	2
Library Cataloging Assist.	1	1	1	1	1	1
Library Clerk I	4.25	5.75	5.75	6.25	6.5	6.5
Library Clerk I (temp)	2.75	1.5	1.75	1.5	1.5	1.5
Library COE Aide	0.25	0.25	0.25	0.25	0.25	0.25
Library Director	1	1	1	1	1	1
Library Inf. Syst. Coord.	1	2	2	2	2	2
Library Manager	2	2	2	2	2	2
Library Page	2	2	2	2	1.5	1.5
Library Page (temp)	1.5	1.5	1.5	1.5	1.5	1.5
Library Supervisor	2	2	2	2	2	2
Total	37	37.5	38.75	39.5	39.5	39.5

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
FINANCE						
Account Clerk II	1	1	0	0	0	0
Account Clerk III	1	1	1	0	0	0
Accountant I	2	2	1	1	1	1
Accountant II	2	2	4	4	4	4
Acct. Clrk/Switchbd Oper.	2	2	2	2	2	2
Accts Payable Specialist	0	0	0	1	1	1
Grants Manager	0	0	Transfer	1	1	1
Finance/Budget Manager	1	1	1	1	1	1
Payroll Assistant	0	0	1	1	1	1
Payroll Specialist	1	1	1	1	1	1
Total	10	10	11	12	12	12
MPO						
Intern	0	0	0.25	0.25	0.25	0.25
Transportation Planner	1	1	1	1	1	1
Total	1	1	1.25	1.25	1.25	1.25
COMMUNITY DEVELOPMENT ADMIN						
Admin Spclst	2	2	2	2	2	2
Community Development Dir.	1	1	1	1	1	1
Development Services Rep	2	2	2	2	Transfer	Transfer
Development Services Supv	0	0	0	1	0	0
Switchboard Operator	1	1	1	1.25	0	0
Total	6	6	6	7.25	3	3
ENGINEERING						
Admin Asst	0	0	0	0.75	0.75	0.75
Admin Spclst	1	1	1	1	1	1
Capital Impr. Eng.	1	1	transfer	0	0	0
City Engineer	1	1	1	1	1	1
Civil Engineering Proj. Mgr. I	1	0	0	0	0	0
Clerk Typist	0.75	0.75	0.75	0	0	0
Construction Manager	1	1	1	1	1	1
Engineering Technician I p-time	0.5	0.5	0.5	0.5	0.5	0.5
Engineering Technician II	2	2	2	1	1	1
Engineering Technician III	2	1	transfer	1	1	1
Engineering Technician IV	2	3	2	2	2	2
Inspector I	4	4	4	4	4	4
Inspector II	2	2	2	2	2	2
Material Tech I (temp)	0.75	0.75	0.75	0.75	0	0
Materials Tech. I	1	1	1	1.75	2.5	2.5
Materials Tech. II	1	1	1	1	1	1
Private Dev. Eng.	1	1	1	1	1	1
Project Mgr. (temp)	1	1	0	0	0	0
Project Mgr. I	4	5	4	4	4	2
Project Mgr. II	2	2	2	2	2	1
Sr. Project Mgr.	4	4	transfer	0	0	0
Stormwater Manager	1	1	1	1	1	Transfer
Survey Party Chief	1	1	1	1	1	1
Survey/Mapping Superv.	1	1	1	1	1	1
Traffic Eng. Mgr.	1	1	1	1	1	1
Traffic Projects & R/W Mgr.	1	1	1	1	1	1
Total	38	38	29	29.75	29.75	25.75
BUILDING INSPECTION						
Admin Spclst	1	1	1	1	1	1
Building & Safety Manager	1	1	1	0	1	1
Building & Develp Services Dir	1	1	1	1	1	1
Development Services Rep	0	0	0	Transfer	2	2
Inspector I	4	4	4	4	4	4
Inspector II	3	3	3	3	3	3
Plans Examiner	3	3	3	3	3	3
Total	13	13	13	12	15	15

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
PLANNING						
Admin Spclst	1	1	1	1	1	1
Associate Planner	3	3	3	3	3	3
Census 2000 Coordinator	0.5	0	0	0	0	0
Current Planner	1	1	1	1	1	1
Development Review Planner	1	1	1	1	1	1
Housing Planner	1	1	1	1	1	1
Housing and CD Specialist	1	1	1	1	1	1
Long Range Planner	1	1	1	1	1	1
Planner	1	2	2	2	2	2
Planning Director	1	1	1	1	1	1
Planning Technician	1	0	0	1	1	1
Redevelopment Program Mgr.	1	1	1	1	1	1
Review Planner	1	1	0	0	0	0
Senior GIS Technician	0	0	1	0	0	0
Zoning Enforce. Officer	1	1	1	1	1	1
Zoning Code Enf Official	1	1	1	1	1	1
Total	16.5	16	16	16	16	16
FIRE						
Admin Asst	1	1	1	1	1	1
Admin Spclst	1	1	1	1	1	1
Asst. Fire Chief	2	2	2	2	2	2
Asst. Fuel Mgr.	0	0	1	1	1	1
Fire Battalion Chief	3	3	3	3	3	3
Fire Captain	21	21	21	21	21	21
Fire Chief	1	1	1	1	1	1
Fire Engineer	21	21	21	21	21	21
Fire Fighter	30	30	36	36	36	36
Fire Inspector II	2	2	2	2	2	2
Fire Training Officer	1	1	1	1	1	1
Fuel Manager	1	1	1	1	1	1
Fuel Mgt. Crew Member	0	0	2.75	2.75	2.75	2.75
Fuel Mgt. Leadworker	0	0	3	3	3	3
Fuel Mgmt Student Intern	0.5	0.5	0.5	0	0	0
Total	84.5	84.5	97.25	96.75	96.75	96.75
POLICE						
Admin Asst	7	9	9	9.5	10	10
Admin Spclst	4	4	4	4	4	4
Animal Control Officer	2	2	2	2	2	2
Assist. Records Clerk-COE	0.5	0.5	0.5	0.5	0	0
COE Aide (clerical)	0.75	0.75	0.75	0.75	0	0
Deputy Police Chief	1	1	1	2	2	2
Emerg Comm Specialist	16	21.25	20	23.5	22	22
Emerg Comm Spectst - Idwkr	2	3	3	3	4	4
Evidence Clerk	1	1	1	1	0	0
Evidence Technician	1	1	1	1	2	2
Parking Control Officer	1	1	1	1	1	1
Police Captain	1	1	1	0	0	0
Police Caseworker	1	1	1	1	1	1
Police Chief	1	1	1	1	1	1
Police Clerk	0	0	1	0	0	0
Police Communications Mgr	0	0	0	1	1	1
Police Corporal/Det.	16	17	17	17	17	17
Police Infor. Sys.Coord.	1	1	1	0	0	0
Police Info System Tech	1	1	2	2	3	2
Police Lieutenant	3	3	3	3	3	3
Police Officer	60	61	61	58	61	61
Police Records Leadworker	1	1	1	1	1	1
Police Sergeant	11	11	11	11	11	11
Police Special Serv. Sup	1	1	1	1	1	1
Police Support Serv. Mgr.	1	1	1	1	1	1
Property Control Coord	1	1	1	1	1	1
Warrant Clerk	1	0	0	0	0	0
Total	136.25	145.5	146.25	146.25	149	148

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
POLICE GRANTS						
Admin Spclst	1	1	1	1	1	1
Police Caseworker	transfer	0	0	0	0	0
Police Seargent	1	1	1	1	1	1
Total	2	2	2	2	2	2
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	1	1	1
Administrative Aide	transfer	0	0	0	0	0
Conservation Coordinator	transfer	0	0	0	0	0
Environmental Tech	transfer	0	0	0	0	0
Public Works Director	1	1	1	1	1	1
Public Works Engineer	transfer	0	0	0	0	0
Senior Project Manager	0	0	0	Transfer	1	1
Total	2	2	2	2	3	3
PARKS						
Maintenance Worker	8	8.25	8.75	6.25	7.25	5
Maintenance Worker I	6	6	6	7	7	6
Maintenance Worker II	4.5	5	7.5	8	8	8
Maintenance Worker III	1	1	1	1	1	1
Maintenance Worker III Leadworker	1	1	1	1	1	1
Parks Supt.	1	1	1	1	1	1
Plant Inventory Crew Member	0	0	1.25	0	0	0
Total	21.5	22.25	26.5	24.25	25.25	22
MECHANICAL SHOP						
Buyer I	0	0	0	1	1	1
Fleet Mgmt. Supt.	1	1	1	1	1	1
Fleet Supervisor	1	1	1	1	1	1
Mechanic Aide	1	1	1	1	1	1
Mechanic I	3	3	3	3	2	2
Mechanic II	6	6	6	6	6	6
Service Writer	1	1	1	1	1	1
Sr. Equipment Parts Spec.	1	1	1	0	0	0
Welder	1	1	1	1	1	1
Total	15	15	15	15	14	14
FACILITIES MAINTENANCE						
City Hall Attendant	0.5	0.5	0.5	0	0	0
Custodian/Attendant	1	1	1	1	1	1
Facility Maint. Supt.	1	1	1	1	1	1
Maintenance Worker	0.25	0.25	0.25	0	0	0
Maintenance Worker I	1	1	1	1	1	1
Maintenance Worker II	2	2	2	4	4	4
Maintenance Worker III	3	3	3	2	2	2
Recreation Mech. Maint. Worker	transfer	1	1	1	1	1
Total	8.75	9.75	9.75	10	10	10
RECREATION						
Admin Asst	0.75	0.75	0.75	0.75	0.75	0.75
Admin Spclst	1	1	1	1	1	1
Intern	0	0.5	0.5	0.25	0.25	0.25
Parks & Recreation Director	1	1	1	1	1	1
Parks Project Manager	1	1	1	1	Transfer	Transfer
Recreation Coord. I	6	7	7	7	7	7
Recreation Coordinator II	2	2	2	2	2	2
Recreation Mech. Maint. Worker	1	transfer	0	0	0	0
Recreation Supt.	1	1	1	1	1	1
Recreation Temporaries	29	28.5	29.5	27.25	27.25	24.75
Senior Recreation Coordinator	8	8	8	8	8	7
Total	50.75	50.75	51.75	49.25	48.25	44.75

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	1	1
Cemetery Maint. Specialist	1	1	1	1	1	1
Equip. Oper. III LDWKR	1	1	1	1	1	1
Equip. Oper. various temps	2.5	2.5	2.5	2.5	5.5	5.5
Equipment Operator I	6	6	6	6	3	3
Equipment Operator II	8	8	8	8	8	8
Equipment Operator III	3	3	3	3	3	3
Leadworker/Training Coord.	1	1	1	1	1	1
Maint. Wkr. I	4	4	4	4	4	4
Maint. Wkr. II	2	2	2	2	2	2
Maint. Wkr. III	2	2	2	2	2	2
Maint. Wkr. III LDWKR	1	1	1	1	1	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0.75	0.75
Traffic Signal Technician	0	0	0	1	1	1
Street Superintendent	1	1	1	1	1	1
Street Supervisor	1	1	1	1	1	1
Total	35.25	35.25	35.25	36.25	36.25	36.25
AIRPORT						
Admin Spclst	1	1	1	1	1	1
Airport Manager	1	1	1	1	1	1
Airport Operations Supv	0	0	0	1	1	1
Airport Service Leadworker	1	1	1	0	0	0
Airport Service Worker I	3	3	3	3	3	3
Airport Service Worker II	3	3	3	3	3	3
Equip. Operator II temp	0.5	0.5	0.5	0.5	0.5	0.5
Total	9.5	9.5	9.5	9.5	9.5	9.5
ENVIRONMENTAL SERVICES						
Admin Asst	2	2	2	2	2	2
Admin Spclst	2	2	2	2	2	2
Bin Maint./Equip. Oper.	1	1	1	1	1	1
Conservation Coordinator	1	1	1	1	1	1
Environmental Code Officer	0	0	1	1	1	1
Enviro Code/Ed Aide	0	1	1	0	0	0
Environ Program Manager	0	0	0	1	1	1
Environ Supervisor	3	2	0	1	1	1
Environ Svc Equip Oper I	2	2	2	2	2	2
Environmental Program Specialist	0	0	1	1	1	1
Environmental Project Specialist	0	1	1	1	1	1
Environmental Services Director	0	0	1	1	1	1
Environmental Services Mgr	1	1	3	3	3	3
Environmental Technician	2	1	1.5	0.5	1	1
Equipment Oper. I - Temp.	0	0	1	1	1	1
Equipment Operator II	3.75	0	1	0	0	0
ES Equip. Oper. II	12	16	16	9	11	9
ES Equip. Oper. III-Commercial	0	0	0	8	8	8
ES Training & Safety Coord	0	0	0	1	1	1
Landfill Engineer	1	1	0	0	0	0
Landfill Equip Operator I	1	1	1	1	1	1
Landfill Equip Operator II	1	1	1	1	1	1
Landfill Equip Operator III	3	2	3	3	3	3
Landfill Maint Operator	1	1	1	1	1	1
Program Asst	2	1	1.5	1.5	1.75	1.75
Project Manager II	0	1	1	1	1	1
Public Works Engineer	1	1	1	0	0	0
Recycling Supervisor	0	1	0	0	0	0
Total	39.75	40	45	45	47.75	45.75

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	2	2
Assistant Utilities Director	1	1	1	1	1	1
GIS System Analyst	0	0	0	0	1	0
Plant Supervisor	0	0	0	1	1	1
Program Asst	0	0	1	1	1	1
Utilities Director	1	1	1	1	1	1
Utilities Engineer	1	1	2	1	1	1
Utilities Service Supervisor	0	0	0	Transfer	1	1
Water Cons Enf-Temp	0	0	0	0	0.5	0
Water Cons prog Mgr	0	0	0	0	1	0
Water/Sewer Util. Locator	1	1	1	1	1	1
Total	6	6	8	8	11.5	9
LAKE MARY WATER PLANT						
Instrument Tech	1	1	1	1	1	1
Lab Director/Chemist	1	1	1	1	1	1
Laboratory Tech	1	1	1	1	1	1
Mech. Maint. Wkr I (temp)	1	1	1	1	1	1
Mech. Maint. Wkr. III	2	2	2	2	2	2
Mech. Maint. Wkr. IV	1	1	1	1	1	1
Plant Operator	3	3	3	3	3	3
Plant Supervisor	1	1	1	1	1	1
Water Treat/Prod Chf Operator	1	1	1	1	1	1
Total	12	12	12	12	12	12
CUSTOMER SERVICE						
Admin Asst	3	3.25	3.25	4	3.5	3.5
Admin Spclst	1	1	1	1	1	1
Customer Srvc Manager	1	1	1	1	1	1
Customer Srvc Rep - temp	0.25	0	0	0	0	0
Meter Reader	4	4	4	4	4	4
Meter Reader Supervisor	0	0	0	0	1	1
Meter Reader Supervisor/Collections	1	1	1	1	0	0
Total	10.25	10.25	10.25	11	10.5	10.5
WATER DISTRIBUTION SYSTEM						
Maintenance Wkr - temp	1	1	0	0	0	0
Maintenance Worker	0	0	1	1	1	1
Maintenance Worker I	4	4	5	5	5	5
Maintenance Worker II	1	1	1	1	1	1
Maintenance Worker III	4	4	4	4	4	4
Maintenance Worker III-LDWKR	1	1	1	1	1	1
Meter Service Tech.	1	1	1	1	1	1
Utility Service Supr.	1	1	1	1	1	1
Total	13	13	14	14	14	14
WASTEWATER TREATMENT PLANT						
Equip. Operator II temp	1.5	1.5	1.5	1.5	1.5	1.5
Instrument Technician	1	1	1	1	0	0
Lab Director/Chemist	1	1	1	1	0	0
Lab Technician	1	1	1	1	0	0
Mech. Maint. Wkr II	1	1	1	1	0	0
Mech. Maint. Wkr III	1	1	1	1	0	0
Mech. Maint. Wkr. IV	1	1	1	1	0	0
Mech. Maint. Worker I	2	2	2	2	0	0
Plant Operator	2	2	2	2	0	0
Plant Specialist	0	0	0	0	5	5
Plant Supervisor	1	1	1	1	1	1
Plant Tech-Multi-Skilled Wrk	0	0	0	0	10	10
Senior Plant Operator	1	1	1	1	0	0
Total	13.5	13.5	13.5	13.5	17.5	17.5
WASTEWATER COLLECTION						
Intern - temp	0.25	0	0	0	0	0
Maintenance Wkr. I	3	3	3	3	3	3
Maintenance Wkr. II	1	1	1	1	1	1
Maintenance Wkr. III	2	2	2	2	2	2
Maintenance Wkr. III-Leadworker	1	1	1	1	1	1
Utilities Service Supr.	1	1	1	1	Transfer	Transfer
Total	8.25	8	8	8	7	7

Appendix A – Authorized Personnel/Position Summary

DIVISION	1999-2000	2000-2001	2001-2002	2002-2003	REQUESTED 2003-2004	ADOPTED 2003-2004
WASTEWATER MONITORING						
Industrial Waste Inspector	1	2	2	2	2	2
Industrial Waste Supervisor	1	1	1	1	1	1
Industrial Waste Technician	1	0	0	0	0	0
Total	3	3	3	3	3	3
RECLAIMED WASTEWATER TREATMENT PLANT						
Instrument Technician	1	1	1	1	Transfer	Transfer
Lab Technician	1	1	1	1	Transfer	Transfer
Mech. Maint. Wkr. III	1	1	1	1	Transfer	Transfer
Plant Operator	1	1	1	1	Transfer	Transfer
Plant Supervisor	1	1	1	0	0	0
Senior Plant Operator	1	1	1	1	Transfer	Transfer
Total	6	6	6	5	0	0
CITY COURT						
Admin Asst	11	11	11	10	10	10
Admin Spclst	2	2	2	2.25	2.25	2.25
Court Administrator	1	1	1	1	1	1
Court Collection Admin.	1	1	1	0	0	0
Court Collection Specialist	0	0	1	1	1	1
Court Info Systems Spec	0	0	0	1	1	1
Court Interpreter	0	0	1	1	1	1
Court Training Specialist	0	0	1	1	1	1
Deputy Court Administrator	0	0	0	2	2	2
Magistrate	1.75	1.75	1.75	1.75	1.75	1.75
Presiding Magistrate	1	1	1	1	1	1
Probation Officer	1	1	1	0.75	2	2
Probation Officer Reserve-Temp	0	0	0	0	1	0
Pro-Tem Magistrate	0.5	0.5	0.5	0.5	0.5	0.5
Warrant Officer	1	2	2	2	2	2
Total	20.25	21.25	24.25	25.25	27.5	26.5
BEAUTIFICATION						
Urban Design Planner	1	1	1	1	1	1
Total	1	1	1	1	1	1
TOURISM						
Admin Spclst	1	1	1	1	1	1
Convention/Visitor Bur. Dir	1	1	1	0	0	0
CVB Communications Coord	1	1	1	0	0	0
CVB Manager	0	0	0	1	1	1
Domestic Travel Coord	1	1	1	0	0	0
Marketing Assistant	1	1	1	0	1	1
Public Relations Associate	0	0	0	1	1	1
Sales Marketing & Associate	0	0	0	2	1	1
Sales & Marketing Manager	0	0	0	1	1	1
Travel Industry Mgr.	1	1	1	0	0	0
Total	6	6	6	6	6	6
TOURISM-VISITOR CENTER						
Admin Asst	0	0	0	0	3.25	3.25
Admin Spclst	0	0	0	0	1.5	1.5
Visitor Center Supervisor	0	0	0	0	1	1
Total	0	0	0	0	5.75	5.75
STORMWATER						
Clerical Temp	0	0	0	0	0.25	0.25
Intern	0	0	0	0	0.5	0.5
Project Manager I	0	0	0	0	Transfer	2
Project Manager II	0	0	0	0	Transfer	1
Stormwater Manager	0	0	0	0	Transfer	1
Stormwater Service Analyst	0	0	0	0	1	1
Total	0	0	0	0	1.75	5.75
GRAND TOTALS	686.25	700.00	746.25	741.25	752.25	739.00

2003-2004 City of Flagstaff Pay Plan

Range	Pos #	Position Title	Mid 1-4 Mid 5-11 Mid 12+														
			Min	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	
1	10103	N Custodian/Attendant	776	810	843	877	910	944	978	1011	1048						
	A-1-0	N Library Page	620.80	648.00	674.40	701.60	728.00	755.20	782.40	808.80	838.40						
		N Library Page	1345.07	1404.00	1461.20	1520.13	1577.33	1636.27	1695.20	1752.40	1816.53						
2	10204	N Mail/Duplication Aide	894	932	971	1010	1049	1088	1127	1166	1206						
	A-1-1	N Switchboard Operator	715.20	745.60	776.80	808.00	839.20	870.40	901.60	932.80	964.80						
		N Switchboard Operator	1549.60	1615.47	1683.07	1750.67	1818.27	1885.87	1953.47	2021.07	2090.40						
3	10302	N Library Clerk I	971	1014	1057	1100	1143	1187	1230	1273	1311						
	A-1-2	N Library Clerk I	776.80	811.20	845.60	880.00	914.40	949.60	984.00	1018.40	1048.80						
		N Library Clerk I	1683.07	1757.60	1832.13	1906.67	1981.20	2057.47	2132.00	2206.53	2272.40						
4	10420	N Acct Clk/Switchbd Op	1119	1169	1218	1267	1317	1366	1415	1465	1511						
	A-1-3	N Airport Svc Wkr I	895.20	935.20	974.40	1013.60	1053.60	1092.80	1132.00	1172.00	1208.80						
		N Engineering Tech (p/t)	1939.60	2026.27	2111.20	2196.13	2282.80	2367.73	2452.67	2539.33	2619.07						
5	10418	N Equipment Oper I	23275.20	24315.20	25334.40	26353.60	27393.60	28412.80	29432.00	30472.00	31428.80						
	A-1-4	N Evidence Clerk	10412	10812	11212	11612	12012	12412	12812	13212	13612						
		N Maintenance Wkr I	10406	10806	11206	11606	12006	12406	12806	13206	13606						
6	10403	N Mechanic Aide	10416	10816	11216	11616	12016	12416	12816	13216	13616						
	A-1-5	N Meter Reader	10416	10816	11216	11616	12016	12416	12816	13216	13616						
		N Parking Control Officer	10407	10807	11207	11607	12007	12407	12807	13207	13607						
7	10410	N Property Control Coord	10419	10819	11219	11619	12019	12419	12819	13219	13619						
	A-1-6	N Recreation Coord I	10419	10819	11219	11619	12019	12419	12819	13219	13619						
		N Env Svcs Equip Oper I - Bulky	10502	11175	12200	12665	13100	13565	14010	14465	14910	15365					
8	10500	N Library Assistant I	940.00	976.00	1012.00	1048.00	1084.00	1120.00	1156.00	1192.00	1228.00						
	B-2-1	N Library Assistant I	2036.67	2114.67	2192.67	2270.67	2350.40	2428.40	2506.40	2584.40	2662.40						
		N Library Assistant I	24440.00	25376.00	26312.00	27248.00	28204.80	29140.80	30076.80	31012.80	31948.80						
9	10600	N Account Clerk II	1212	1258	1304	1350	1397	1443	1489	1535	1581						
	B-2-2	N Airport Svc Wkr II	969.60	1006.40	1043.20	1080.00	1117.60	1154.40	1191.20	1228.00	1264.80						
		N Animal Control Officer	2100.80	2180.53	2260.27	2340.00	2421.47	2501.20	2580.93	2660.67	2740.40						
10	10602	N BIN Maint/Equip Oper	25209.60	26166.40	27123.20	28080.00	29037.60	30014.40	30971.20	31928.00	32884.80						
	A-1-7	N Computer Tech I	10622	11022	11422	11822	12222	12622	13022	13422	13822						
		N Engineering Tech II	10627	11027	11427	11827	12227	12627	13027	13427	13827						
11	10625	N Env Svcs Equip Oper II - Residential	10625	11025	11425	11825	12225	12625	13025	13425	13825						
	B-2-3	N Equipment Oper II	10607	11007	11407	11807	12207	12607	13007	13407	13807						
		N GIS Technician	10632	11032	11432	11832	12232	12632	13032	13432	13832						
12	10626	N Landfill Equip Oper I	10615	11015	11415	11815	12215	12615	13015	13415	13815						
	A-1-8	N Landfill Maint Oper	10610	11010	11410	11810	12210	12610	13010	13410	13810						
		N Maintenance Wkr II	10609	11009	11409	11809	12209	12609	13009	13409	13809						
13	10630	N Materials Tech I	10614	11014	11414	11814	12214	12614	13014	13414	13814						
	B-2-4	N Rec Coordinator II	10614	11014	11414	11814	12214	12614	13014	13414	13814						
		N Service Writer	10614	11014	11414	11814	12214	12614	13014	13414	13814						
14	10608	N Storekeeper	10608	11008	11408	11808	12208	12608	13008	13408	13808						

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Range	Pos #	Position Title	Mid 1-4 Mid 5-11 Mid 12+												
			Min	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
7	10722	N Account Clerk III	13.25	13.76	14.26	14.76	15.27	15.77	16.28	16.78	17.28	17.79	18.29	18.79	19.29
B-2-3	10707	N Cemetery Maint Spec	1060.00	1100.80	1140.80	1180.80	1221.60	1261.60	1302.40	1342.40	1382.40	1423.20	1463.20	1503.20	1543.20
	10735	N Court Collections Specialist	2296.67	2385.07	2471.73	2558.40	2646.80	2733.47	2821.87	2908.53	2995.20	3083.60	3170.27	3256.94	3343.61
	10714	N Development Svs Rep	27560.00	28620.80	29660.80	30700.80	31761.60	32801.60	33862.40	34902.40	35942.40	37003.20	38043.20	39083.20	40123.20
	10731	N Engineering Tech III													
	10732	N Environ Code Officer													
	10737	N Env Svcs Equip Oper III - Commercial													
	10705	N Evidence Tech													
	10738	N Firefighter Fuel Mgt Tech													
	10728	N Landfill Equip Oper II													
	10709	N Library Cataloging Asst													
	10706	N Marketing Assistant													
	10700	N Mechanic I													
	10710	N Meter Service Tech													
10734	N Payroll Assistant														
10704	N Planning Tech														
10703	N Plant Operator														
10725	N Police Emerg Comm Spec														
10717	N Program Assistant														
10727	N Recr Mech Maint Wkr														
10713	N Revenue Collector														
10736	N Risk Management Assistant														
10702	N Wtr/Swr Utility Locator														
10711	N Zoning Enforce Officer														
20702	E Executive Admin Asst	13.25													18.55
20701	E Sales and Marketing Associate	1060.00	1060.00												1484.00
		2296.67	2296.67												3215.33
		27560.00	27560.00												38584.00
8	10834	N Accounts Payable Specialist	15.55	16.14	16.73	17.31	17.90	18.49	19.08	19.67	20.25	20.84	21.46	22.05	
B-2-4	10827	N Buyer	1244.00	1291.20	1338.40	1384.80	1432.00	1479.20	1526.40	1573.60	1620.00	1667.20	1716.80	1766.40	
	10830	N Computer Tech II	2695.33	2797.60	2899.87	3000.40	3102.67	3204.93	3307.20	3409.47	3510.00	3612.27	3719.73	3827.20	
	10835	N Court Info Systems Specialist	32344.00	33571.20	34798.40	36004.80	37232.00	38459.20	39686.40	40913.60	42120.00	43347.20	44636.80	45926.40	
	10831	N Court Interpreter													
	10826	N Database Analyst													
	10836	N Deputy City Clerk													
	10805	N Engineering Tech IV													
	10820	N Environmental Tech													
	10800	N Equip Oper III													
	10812	N Industrial Waste Insp													
	10810	N Inspector I													
	10802	N Instrument Tech													
	10828	N IS Customer Service Rep													
10822	N Landfill Equip Oper III														
10807	N Library Assistant II														
10804	N Maintenance Wkr III														
10808	N Mechanic II														
10801	N Mech Maint Wkr III														
10837	N Meter Reader Supervisor														
10825	N Police Info Systems Tech														
10809	N Probation Officer														
10814	N Sr GIS Technician														
10829	N Sr Recreation Coordinator														
10824	N Software Support Tech														
10803	N Welder														
10819	N Zoning Enforce Official														
20801	E Executive Asst	15.55													21.77
20800	E Public Relations Associate	1244.00	1244.00												1741.60
		2695.33	2695.33												3773.47
		32344.00	32344.00												45281.60

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Range	Pos #	Position Title	Mid 1-4 Mid 5-11 Mid 12+												
			Min	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
9 B-2-5	10909	N Accountant I	16,49	17,12	13,69.60	17,75	18,38	19,01	19,64	20,27	20,90	21,53	22,16	22,75	
	10911	N Associate Planner	13,19.20	13,69.60	14,20.00	14,70.40	15,20.80	15,71.20	16,21.60	16,72.00	17,22.40	17,72.80	18,20.00		
	10922	N Client Service Analyst	28,58.27	29,67.47	3,076.67	3,185.87	3,404.27	3,404.27	3,513.47	3,622.67	3,731.87	3,841.07	3,943.33		
	10931	N Contract Specialist	34,299.20	35,609.60	36,920.00	38,230.40	39,540.80	40,851.20	42,161.60	43,472.00	44,782.40	46,092.80	47,320.00		
	10923	N Court Training Specialist													
	10920	N Database Analyst													
	10928	N Env Svcs Training Safety Coord													
	10907	N Fire Inspector II													
	10924	N Fuel Management Leadworker													
	10921	N Housing and CD Specialist													
	10925	N Human Resources Specialist													
	10900	N Inspector II													
	10902	N Payroll Specialist													
10904	N Plans Examiner														
10919	N Police Caseworker														
10915	N Police Emerg Comm Spec Ldwkr														
10903	N Police Officer														
10914	N Police Records Leadworker														
10926	N Programmer/Analyst I														
10918	N Senior Buyer														
10929	N Traffic Signal Technician														
10916	N Warrants Officer														
20905	E Environmental Program Spec	16,49	17,26	17,92	18,59	19,25	19,91	20,57	21,23	21,89	22,55	23,22	23,82	23,08	
20903	E Librarian	13,19.20	13,19.20	15,82.40	15,82.40	18,46.40	18,46.40	21,10.40	21,10.40	23,74.40	23,74.40	26,38.40	26,38.40	29,02.40	
		28,58.27	28,58.27	3,428.53	3,428.53	3,856.03	3,856.03	4,283.53	4,283.53	4,711.03	4,711.03	5,138.53	5,138.53	5,566.03	
		34,299.20	34,299.20	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	411,42.40	
10 B-3-1	11003	N Equip Oper III Ldwkr	17,26	17,92	18,59	19,25	19,91	20,57	21,23	21,89	22,55	23,22	23,82		
	11009	N Lab Director/Chemist	13,80.80	14,33.60	14,87.20	15,40.00	15,92.80	16,45.60	16,98.40	17,51.20	18,04.00	18,57.60	19,05.60		
	11002	N Ldwkr/Training Coord	2,991.73	3,106.13	3,222.27	3,336.67	3,451.07	3,565.47	3,679.87	3,794.27	3,908.67	4,024.80	4,128.80		
	11004	N Maint Worker III Ldwkr	35,900.80	37,273.60	38,667.20	40,040.00	41,412.80	42,785.60	44,158.40	45,531.20	46,904.00	48,297.60	49,545.60		
	11008	N Materials Tech II													
	11000	N Mech Maint Wkr IV													
	11007	N Survey Party Chief													
	11010	N Water Treat/Prod Chf Op													
	21004	E Airport Operations Supervisor	17,13	17,13	20,81	20,81	24,49	24,49	28,17	28,17	31,85	31,85	35,53	35,53	
	21007	E Conservation Coordinator	13,70.40	13,70.40	16,64.80	16,64.80	19,59.20	19,59.20	22,53.60	22,53.60	25,48.00	25,48.00	28,42.40	28,42.40	
21005	E Environmental Supervisor	2,969.20	2,969.20	3,607.07	3,607.07	4,244.93	4,244.93	4,882.79	4,882.79	5,520.65	5,520.65	6,158.51	6,158.51		
21002	E Library Supervisor	35,630.40	35,630.40	43,284.80	43,284.80	50,939.20	50,939.20	58,593.60	58,593.60	66,248.00	66,248.00	73,902.40	73,902.40		
11 B-3-2	11100	N Detective/Corporal	19,09	19,81	20,54	21,26	21,99	22,71	23,44	24,16	24,89	25,61	26,34		
	11101	N Fleet Supervisor	15,27.20	15,84.80	16,43.20	17,00.80	17,59.20	18,16.80	18,75.20	19,32.80	19,91.20	20,48.80	21,07.20		
	11103	N Spec Services Supv	3,308.93	3,433.73	3,560.27	3,688.07	3,811.60	3,936.40	4,062.93	4,187.73	4,314.27	4,439.07	4,565.60		
			39,707.20	41,204.80	42,723.20	44,220.80	45,739.20	47,236.80	48,755.20	50,252.80	51,771.20	53,268.80	54,787.20		
	21106	E Assistant Fuel Manager	18,77	18,77	22,81	22,81	26,85	26,85	30,89	30,89	34,93	34,93	38,97		
	21104	E City Clerk	15,01.60	15,01.60	18,24.80	18,24.80	21,48.00	21,48.00	24,71.20	24,71.20	27,94.40	27,94.40	31,17.60		
	21107	E Visitor Center Supervisor	32,53.47	32,53.47	39,53.73	39,53.73	46,54.00	46,54.00	53,54.26	53,54.26	60,54.53	60,54.53	67,54.79		
		39,041.60	39,041.60	47,444.80	47,444.80	55,848.00	55,848.00	64,251.20	64,251.20	72,654.40	72,654.40	81,057.60			

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Range	Pos #	Position Title	Min	Mid												
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
C-4-1	11203	N Accountant II	19.86	20.54	21.22	21.90	22.59	23.27	23.95	24.63	25.32	26.00	26.68	27.36	27.99	
	11200	N Auditor II	1588.80	1643.20	1697.60	1752.00	1807.20	1861.60	1916.00	1970.40	2025.60	2080.00	2134.40	2188.80	2239.20	
	11207	N Database Analyst	3442.40	3560.27	3678.13	3796.00	3915.60	4033.47	4151.33	4269.20	4388.80	4506.67	4624.53	4742.40	4851.60	
	11201	N Engineering Project Manager I	41308.80	42723.20	44137.60	45552.00	46987.20	48401.60	49816.00	51230.40	52665.60	54080.00	55494.40	56908.80	58219.20	
	11209	N GIS Systems Analyst														
	11208	N Programmer/Analyst II														
	11206	N Traffic Proj & R/W Mgr														
	21211	E Asst City Atty - Pros	19.60							22.87						28.42
	21235	E Building and Safety Manager	1568.00							1829.60						2273.60
	21233	E Client Service Administrator	3397.33							3964.13						4926.13
	21213	E Customer Service Mgr	40768.00							47569.60						59113.60
	21234	E Deputy Court Administrator														
21230	E Environ Project Specialist															
21232	E Environ Services Manager															
21204	E Grants Manager															
21225	E Human Resources Analyst															
21201	E Industrial Waste Supv															
21203	E Library Info Sys Coord															
21207	E Library Manager															
21216	E Management Asst - PIO															
21231	E Network Analyst															
21209	E Eng Project Manager I (E)															
21222	E Parks Superintendent															
21208	E Planner															
21223	E Recreation Superintendent															
21236	E Sales and Marketing Manager															
21237	E Stormwater Services Analyst															
21200	E Streets Supervisor															
21238	E Water Conservation Manager															
13	11303	N Engineering Project Manager II	21.62	22.35	23.09	23.82	24.56	25.29	26.03	26.76	27.50	28.23	28.97	29.70	30.48	
C-4-2	11301	N Police Sergeant	1729.60	1788.00	1847.20	1905.60	1964.80	2023.20	2082.40	2140.80	2200.00	2258.40	2317.60	2376.00	2438.40	
			3747.47	3874.00	4002.27	4128.80	4257.07	4383.60	4511.87	4638.40	4766.67	4893.20	5021.47	5148.00	5283.20	
			44969.60	46488.00	48027.20	49545.60	51084.80	52603.20	54142.40	55660.80	57200.00	58718.40	60257.60	61776.00	63398.40	
	21326	E Construction Manager	21.34							24.89					30.93	
	21301	E Current Planner	1707.20							1991.20					2474.40	
	21305	E Facilities Maint Supt	3698.93							4314.27					5361.20	
	21321	E GIS Manager	44387.20							51771.20					64334.40	
	21319	E Housing Planner														
	21320	E Client Service Administrator														
	21322	E Network Analyst														
	21309	E Plant Supervisor														
	21303	E Project Manager II (E)														
21324	E Real Estate Manager															
21323	E Risk Manager															
21308	E Transportation Planner															
21327	E Urban Design Planner															
21325	E Utility Service Supervisor															
14	21404	E Airport Manager	24.27						28.31					35.19		
C-4-3	21422	E Environ Program Manager	1941.60						2264.80					2815.20		
	21410	E Fleet Management Supt	4206.80						4907.07					6099.60		
	21420	E Fuel Manager	50481.60						58884.80					73195.20		
	21405	E Long Range Planner														
	21419	E Police Communications Manager														
	21412	E Police Support Svc Manager														
	21418	E Redevelopment Program Mgr														
	21421	E Senior Capital Planner														
	21406	E Senior Project Manager														
	21409	E Streets Superintendent														
	21417	E Survey/Mapping Supv														
	21414	E Traffic Engineering Mgr														
21416	E Utilities Engineer															

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Range	Pos #	Position Title	Min												
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
C-5-1	15	N	25.33	26.33	27.34	28.35	29.36	30.37	31.37	32.38	33.39	34.40	35.41	36.41	37.37
	2026.40	2106.40	2187.20	2268.00	2348.80	2429.60	2509.60	2590.40	2671.20	2752.00	2832.80	2912.80	2989.60	2989.60	2989.60
	4390.53	4563.87	4738.93	4914.00	5089.07	5264.13	5437.47	5612.53	5787.60	5962.67	6137.73	6311.07	6477.47	6477.47	6477.47
	52686.40	54766.40	56867.20	58968.00	61068.80	63169.60	65249.60	67350.40	69451.20	71552.00	73652.80	75752.80	77729.60	77729.60	77729.60
	24.78	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27	29.27
21505	E	Asst City Atty - Chf Pros	1982.40	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60	2341.60
21506	E	Asst City Atty - Civil I	4295.20	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47	5073.47
21502	E	Bldg & Development Svcs Dir	51542.40	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60	60881.60
21501	E	CVB Manager													
21509	E	Finance/Budget Manager													
11500	E	Fire Battalion Chief													
21503	E	Police Lieutenant													
21504	E	Private Dev Engineer													
21512	E	Stormwater Program Mgr													
21500	E	Tax License/Revenue Adm													
21602	E	Capital Imp Engineer	26.55	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36	31.36
21607	E	Convention/Visitor Bureau Dir	2124.00	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80	2508.80
21609	E	Human Resources Manager	4602.00	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73	5435.73
21608	E	Information Systems Mgr	55224.00	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80	65228.80
21601	E	Parks & Recreation Dir													
17	21700	E	Asst City Atty - Civil II	28.63	34.22	34.22	34.22	34.22	34.22	34.22	34.22	34.22	34.22	34.22	34.22
D-6-1	21706	E	Asst Fire Chief	2290.40	2737.60	2737.60	2737.60	2737.60	2737.60	2737.60	2737.60	2737.60	2737.60	2737.60	2737.60
21710	E	Asst Utilities Director	4962.53	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47	5931.47
21712	E	Court Administrator	59550.40	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60	71177.60
21711	E	Environ Svc Director													
21701	E	Library Director													
21702	E	Police Captain													
21707	E	Purchasing Director													
18	21800	E	City Engineer	29.88	35.71	35.71	35.71	35.71	35.71	35.71	35.71	35.71	35.71	35.71	35.71
D-6-2	21803	E	CIP Director	2390.40	2856.80	2856.80	2856.80	2856.80	2856.80	2856.80	2856.80	2856.80	2856.80	2856.80	2856.80
21801	E	Deputy Police Chief	5179.20	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73	6189.73
21802	E	Planning Director	62150.40	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80	74276.80
19	21900	E	Financial Services Director	31.11	37.19	37.19	37.19	37.19	37.19	37.19	37.19	37.19	37.19	37.19	37.19
D-6-3	2488.80		2488.80	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20	2975.20
	5392.40		5392.40	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27	6446.27
	64708.80		64708.80	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20	77355.20
20	33.44		33.44	40.45	40.45	40.45	40.45	40.45	40.45	40.45	40.45	40.45	40.45	40.45	40.45
D-7-1	2675.20		2675.20	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00	3236.00
	5796.27		5796.27	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33	7011.33
	69555.20		69555.20	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00	84136.00
21	22103	E	Community Dev Director	35.29	43.19	43.19	43.19	43.19	43.19	43.19	43.19	43.19	43.19	43.19	43.19
E-8-1	22101	E	Fire Chief	2823.20	3455.20	3455.20	3455.20	3455.20	3455.20	3455.20	3455.20	3455.20	3455.20	3455.20	3455.20
22106	E	Management Svcs Director	6116.93	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27	7486.27
22100	E	Police Chief	73403.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20	89835.20
22102	E	Public Works Director													
22105	E	Utilities Director													
22	22200	E	City Attorney	39.05	47.79	47.79	47.79	47.79	47.79	47.79	47.79	47.79	47.79	47.79	47.79
E-8-2	22201	E	Deputy City Manager	3124.00	3823.20	3823.20	3823.20	3823.20	3823.20	3823.20	3823.20	3823.20	3823.20	3823.20	3823.20
	6768.67		6768.67	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60	8283.60
	81224.00		81224.00	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20	99403.20
26	22601	E	City Manager	45.52	56.36	56.36	56.36	56.36	56.36	56.36	56.36	56.36	56.36	56.36	56.36
F-10-2	3641.60		3641.60	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80	4508.80
	7890.13		7890.13	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07	9769.07
	94681.60		94681.60	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80	117228.80

2003-2004 City of Flagstaff Pay Plan
2912 Hours

Range	Pos #	Position Title	Mid 5-11 Mid 12+																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
			Min	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
8	10813 N	Firefighter	11,1071	11,5286	11,9500	12,3643	12,7857	13,2071	13,6286	14,0500	14,4643	14,8857	15,3286	15,7600	16,1814	16,6028	17,0242	17,4456	17,8670	18,2884	18,7098	19,1312	19,5526	19,9740	20,3954	20,8168	21,2382	21,6596	22,0810	22,5024	22,9238	23,3452	23,7666	24,1880	24,6094	25,0308	25,4522	25,8736	26,2950	26,7164	27,1378	27,5592	27,9806	28,4020	28,8234	29,2448	29,6662	30,0876	30,5090	30,9304	31,3518	31,7732	32,1946	32,6160	33,0374	33,4588	33,8802	34,3016	34,7230	35,1444	35,5658	35,9872	36,4086	36,8300	37,2514	37,6728	38,0942	38,5156	38,9370	39,3584	39,7798	40,2012	40,6226	41,0440	41,4654	41,8868	42,3082	42,7296	43,1510	43,5724	43,9938	44,4152	44,8366	45,2580	45,6794	46,1008	46,5222	46,9436	47,3650	47,7864	48,2078	48,6292	49,0506	49,4720	49,8934	50,3148	50,7362	51,1576	51,5790	51,9954	52,4168	52,8382	53,2596	53,6810	54,1024	54,5238	54,9452	55,3666	55,7880	56,2094	56,6308	57,0522	57,4736	57,8950	58,3164	58,7378	59,1592	59,5806	60,0020	60,4234	60,8448	61,2662	61,6876	62,1090	62,5304	62,9518	63,3732	63,7946	64,2160	64,6374	65,0588	65,4802	65,9016	66,3230	66,7444	67,1658	67,5872	68,0086	68,4300	68,8514	69,2728	69,6942	70,1156	70,5370	70,9584	71,3798	71,8012	72,2226	72,6440	73,0654	73,4868	73,9082	74,3296	74,7510	75,1724	75,5938	76,0152	76,4366	76,8580	77,2794	77,7008	78,1222	78,5436	78,9650	79,3864	79,8078	80,2292	80,6506	81,0720	81,4934	81,9148	82,3362	82,7576	83,1790	83,6004	84,0218	84,4432	84,8646	85,2860	85,7074	86,1288	86,5502	86,9716	87,3930	87,8144	88,2358	88,6572	89,0786	89,5000	89,9214	90,3428	90,7642	91,1856	91,6070	92,0284	92,4498	92,8712	93,2926	93,7140	94,1354	94,5568	94,9782	95,3996	95,8210	96,2424	96,6638	97,0852	97,5066	97,9280	98,3494	98,7708	99,1922	99,6136	100,0350	100,4564	100,8778	101,2992	101,7206	102,1420	102,5634	102,9848	103,4062	103,8276	104,2490	104,6704	105,0918	105,5132	105,9346	106,3560	106,7774	107,1988	107,6202	108,0416	108,4630	108,8844	109,3058	109,7272	110,1486	110,5700	110,9914	111,4128	111,8342	112,2556	112,6770	113,0984	113,5198	113,9412	114,3626	114,7840	115,2054	115,6268	116,0482	116,4696	116,8910	117,3124	117,7338	118,1552	118,5766	118,9980	119,4194	119,8408	120,2622	120,6836	121,1050	121,5264	121,9478	122,3692	122,7906	123,2120	123,6334	124,0548	124,4762	124,8976	125,3190	125,7404	126,1618	126,5832	127,0046	127,4260	127,8474	128,2688	128,6902	129,1116	129,5330	129,9544	130,3758	130,7972	131,2186	131,6400	132,0614	132,4828	132,9042	133,3256	133,7470	134,1684	134,5898	135,0112	135,4326	135,8540	136,2754	136,6968	137,1182	137,5396	137,9610	138,3824	138,8038	139,2252	139,6466	140,0680	140,4894	140,9108	141,3322	141,7536	142,1750	142,5964	143,0178	143,4392	143,8606	144,2820	144,7034	145,1248	145,5462	145,9676	146,3890	146,8104	147,2318	147,6532	148,0746	148,4960	148,9174	149,3388	149,7602	150,1816	150,6030	151,0244	151,4458	151,8672	152,2886	152,7100	153,1314	153,5528	153,9742	154,3956	154,8170	155,2384	155,6598	156,0812	156,5026	156,9240	157,3454	157,7668	158,1882	158,6096	159,0310	159,4524	159,8738	160,2952	160,7166	161,1380	161,5594	161,9808	162,4022	162,8236	163,2450	163,6664	164,0878	164,5092	164,9306	165,3520	165,7734	166,1948	166,6162	167,0376	167,4590	167,8804	168,3018	168,7232	169,1446	169,5660	169,9874	170,4088	170,8302	171,2516	171,6730	172,0944	172,5158	172,9372	173,3586	173,7800	174,2014	174,6228	175,0442	175,4656	175,8870	176,3084	176,7298	177,1512	177,5726	177,9940	178,4154	178,8368	179,2582	179,6796	180,1010	180,5224	180,9438	181,3652	181,7866	182,2080	182,6294	183,0508	183,4722	183,8936	184,3150	184,7364	185,1578	185,5792	185,9956	186,4170	186,8384	187,2598	187,6812	188,1026	188,5240	188,9454	189,3668	189,7882	190,2096	190,6310	191,0524	191,4738	191,8952	192,3166	192,7380	193,1594	193,5808	194,0022	194,4236	194,8450	195,2664	195,6878	196,1092	196,5306	196,9520	197,3734	197,7948	198,2162	198,6376	199,0590	199,4804	199,9018	200,3232	200,7446	201,1660	201,5874	202,0088	202,4302	202,8516	203,2730	203,6944	204,1158	204,5372	204,9586	205,3800	205,8014	206,2228	206,6442	207,0656	207,4870	207,9084	208,3298	208,7512	209,1726	209,5940	210,0154	210,4368	210,8582	211,2796	211,7010	212,1224	212,5438	212,9652	213,3866	213,8080	214,2294	214,6508	215,0722	215,4936	215,9150	216,3364	216,7578	217,1792	217,6006	218,0220	218,4434	218,8648	219,2862	219,7076	220,1290	220,5504	220,9718	221,3932	221,8146	222,2360	222,6574	223,0788	223,5002	223,9216	224,3430	224,7644	225,1858	225,6072	226,0286	226,4500	226,8714	227,2928	227,7142	228,1356	228,5570	228,9784	229,3998	229,8212	230,2426	230,6640	231,0854	231,5068	231,9282	232,3496	232,7710	233,1924	233,6138	234,0352	234,4566	234,8780	235,2994	235,7208	236,1422	236,5636	236,9850	237,4064	237,8278	238,2492	238,6706	239,0920	239,5134	239,9348	240,3562	240,7776	241,1990	241,6204	242,0418	242,4632	242,8846	243,3060	243,7274	244,1488	244,5702	244,9916	245,4130	245,8344	246,2558	246,6772	247,0986	247,5200	247,9414	248,3628	248,7842	249,2056	249,6270	250,0484	250,4698	250,8912	251,3126	251,7340	252,1554	252,5768	252,9982	253,4196	253,8410	254,2624	254,6838	255,1052	255,5266	255,9480	256,3694	256,7908	257,2122	257,6336	258,0550	258,4764	258,8978	259,3192	259,7406	260,1620	260,5834	261,0048	261,4262	261,8476	262,2690	262,6904	263,1118	263,5332	263,9546	264,3760	264,7974	265,2188	265,6402	266,0616	266,4830	266,9044	267,3258	267,7472	268,1686	268,5900	269,0114	269,4328	269,8542	270,2756	270,6970	271,1184	271,5398	271,9612	272,3826	272,8040	273,2254	273,6468	274,0682	274,4896	274,9110	275,3324	275,7538	276,1752	276,5966	277,0180	277,4394	277,8608	278,2822	278,7036	279,1250	279,5464	279,9678	280,3892	280,8106	281,2320	281,6534	282,0748	282,4962	282,9176	283,3390	283,7604	284,1818	284,6032	285,0246	285,4460	285,8674	286,2888	286,7102	287,1316	287,5530	287,9744	288,3958	288,8172	289,2386	289,6600	290,0814	290,5028	290,9242	291,3456	291,7670	292,1884	292,6098	293,0312	293,4526	293,8740	294,2954	294,7168	295,1382	295,5596	295,9810	296,4024	296,8238	297,2452	297,6666	298,0880	298,5094	298,9308	299,3522	299,7736	300,1950	300,6164	301,0378	301,4592	301,8806	302,3020	302,7234	303,1448	303,5662	303,9876	304,4090	304,8304	305,2518	305,6732	306,0946	306,5160	306,9374	307,3588	307,7802	308,2016	308,6230	309,0444	309,4658	309,8872	310,3086	310,7300	311,1514	311,5728	311,9942	312,4156	312,8370	313,2584	313,6798	314,1012	314,5226	314,9440	315,3654	315,7868	316,2082	316,6296	317,0510	317,4724	317,8938	318,3152	318,7366	319,1580	319,5794	319,9958	320,4172	320,8386	321,2600	321,6814	322,1028	322,5242	322,9456	323,3670	323,7884	324,2098	324,6312	325,0526	325,4740	325,8954	326,3168	326,7382	327,1596	327,5810	327,9974	328,4188	328,8402	329,2616	329,6830	330,1044	330,5258	330,9472	331,3686	331,7900	332,2114	332,6328	333,0542	333,4756	333,8970	334,3184	334,7398	335,1612	335,5826	336,0040	336,4254	336,8468	337,2682	337,6896	338,1110	338,5324	338,9538	339,3752	339,7966	340,2180	340,6394	341,0608	341,4822	341,9036	342,3250	342,7464	343,1678	343,5892	344,0106	344,4320	344,8534	345,2748	345,6962	346,1176	346,5390	346,9604	347,3818	347,8032	348,2246	348,6460	349,0674	349,4888	349,9102	350,3316	350,7530	351,1744	351,5958	352,0172	352,4386	352,8600	353,2814	353,7028	354,1242	354,5456	354,9670	355,3884	355,8098	356,2312	356,6526	357,0740	357,4954	357,9168	358,3382	358,7596	359,1810	359,6024	360,0238	360,4452	360,8666	361,2880	361,7094	362,1308	362,5522	362,9736	363,3950	363,8164	364,2378	364,6592	365,0806	365,5020	365,9234	366,3448	366,7662	367,1876	367,6090	368,0304	368,4518	368,8732	369,2946	369,7160	370,1374	370,5588	370,9802	371,4016	371,8230	372,2444	372,6658	373,0872	373,5086	373,9300	374,3514	374,7728	375,1942	375,6156	376,0370	376,4584	376,8798	377,3012	377,7226	378,1440	

2003-2004 City of Flagstaff Pay Plan
Broad Banding

Band	Pos #	Position Title	Zone 1															Zone 2			Zone 3			Maximum			
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18							
BB-A1	80101	N Admin Assistant	8.94	9.30	9.67	10.03	10.39	10.75	11.12	11.48	11.84	12.21	12.57	12.93	13.30	13.66	14.02	14.38	14.75	15.11							15.11
	80102		715.20	744.24	773.27	802.31	831.34	860.38	889.41	918.45	947.48	976.52	1005.55	1034.59	1063.62	1092.66	1121.69	1150.73	1179.76	1208.80							1208.80
	80103		1549.60	1612.51	1675.42	1738.33	1801.24	1864.15	1927.06	1989.97	2052.88	2115.79	2178.70	2241.61	2304.52	2367.43	2430.34	2493.25	2556.16	2619.07							2619.07
			18595.20	19350.12	20105.04	20859.95	21614.87	22369.79	23124.71	23879.62	24634.54	25389.46	26144.38	26899.29	27654.21	28409.13	29164.05	29918.96	30673.88	31428.80							31428.80

Band	Pos #	Position Title	Zone 1															Zone 2			Zone 3			Maximum			
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18							
BB-B2	80201	N Admin Specialist	11.75	12.13	12.52	12.90	13.29	13.67	14.06	14.44	14.83	15.21	15.60	15.98	16.37	16.75	17.14	17.52	17.91	18.29							18.29
	80202		940.00	970.78	1001.55	1032.33	1063.11	1093.88	1124.66	1155.44	1186.21	1216.99	1247.76	1278.54	1309.32	1340.09	1370.87	1401.65	1432.42	1463.20							1463.20
	80203		2036.67	2103.35	2170.03	2236.71	2303.40	2370.08	2436.76	2503.44	2570.13	2636.81	2703.49	2770.17	2836.85	2903.54	2970.22	3036.90	3103.58	3170.27							3170.27
			24440.00	25240.19	26040.38	26840.56	27640.75	28440.94	29241.13	30041.32	30841.51	31641.69	32441.88	33242.07	34042.26	34842.45	35642.64	36442.82	37243.01	38043.20							38043.20

Band	Pos #	Position Title	Zone 1															Zone 2			Zone 3			Maximum			
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18							
BB-3	80301	N Plant Specialist	16.49	17.07	17.65	18.23	18.81	19.39	19.97	20.55	21.13	21.70	22.28	22.86	23.44	24.02	24.60	25.18	25.76	26.34							26.34
	80302		1319.20	1365.55	1411.91	1458.26	1504.61	1550.96	1597.32	1643.67	1690.02	1736.38	1782.73	1829.08	1875.44	1921.79	1968.14	2014.49	2060.85	2107.20							2107.20
	80303		2858.27	2958.70	3059.13	3159.56	3259.99	3360.42	3460.85	3561.29	3661.72	3762.15	3862.58	3963.01	4063.44	4163.87	4264.31	4364.74	4465.17	4565.60							4565.60
	80401	N Water Services Spec	34299.20	35504.38	36709.55	37914.73	39119.91	40325.08	41530.26	42735.44	43940.61	45145.79	46350.96	47556.14	48761.32	49966.49	51171.67	52376.85	53582.02	54787.20							54787.20
	80402																										
	80403																										

RESOLUTION NO. 2003-50

**A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2003-2004;
AND DECLARING AN EMERGENCY**

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1 - 5, A.R.S., the City Council did, on June 17, 2003 make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on June 17, 2003, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 15, 2003, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17051 (A);

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed be and the same are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2003-2004.

SECTION 2. Emergency Clause and Effective Date. The immediate operation of the provisions of this Resolution is necessary for the preservation of the public peace, health, and safety of the City. Therefore, an emergency is hereby declared to exist, and this Resolution is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law. This Resolution shall take effect on July 1, 2003.

PASSED AND ADOPTED by the Council and approved by the Mayor of the City of Flagstaff, this 1st day of July, 2003.

/s/ Joseph C. Donaldson
MAYOR

ATTEST:
/s/ Elizabeth A. Burke
CITY CLERK

APPROVED AS TO FORM:
/s/ Joseph R. Bertoldo
CITY ATTORNEY

ORDINANCE NO. 2003-12

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2004; AND DECLARING AN EMERGENCY.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2003-2004 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff, the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona;

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Flagstaff as follows:

SECTION 1. There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of .7326 for the fiscal year ending on the 30th day of June, 2004. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of .9801 for the fiscal year ending June 30, 2004.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgement of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

Appendix D – Property Tax Levy Ordinance

SECTION 5. Emergency Clause and Effective Date. The immediate operation of the provisions of this Ordinance is necessary for the preservation of the public peace, health and safety of the City. Therefore, an emergency is hereby declared to exist, and this Ordinance is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law, and it is hereby exempt from the referendum provisions of the Constitution and laws of the State of Arizona. The tax levies imposed by this Ordinance shall take effect July 15, 2003.

PASSED AND ADOPTED by the Council and approved by the Mayor of the City of Flagstaff, this 15th day of July, 2003.

/s/ Joseph C. Donaldson
MAYOR

ATTEST:
/s/ Elizabeth A. Burke
CITY CLERK

APPROVED AS TO FORM:
/s/ Joseph R. Bertoldo
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:

City Hall-Gross square feet of assigned spaces.
Coconino Warehouse- Gross square feet of assigned spaces.
Single Use-Value of building utilized.

Equipment Use:

General-Inventory of assigned equipment.
ND Computer-Number of personal computers.

ND General Admin:

Personal-Number of permanent full-time equivalent positions served.
Fiscal-Total budget, capital at 10%, of units served.
Other-Direct allocation to ND General Admin-Other.

ND Employee Benefits:

Services-Number of permanent full-time equivalent positions served.

ND Insurance:

General Fund-Total budget less capital of units served.
Other Funds-Risk Management insurance costs for non-general use.

ND Consultants:

Audit & Fiscal-Total budgeted expenditures of units served.
Other Services-Direct allocation to ND Consultants-Other.

Council & Commissions:

Council-Total budget, capital at 10% of units served.
Boards-Total budget by fund, less capital carryover.

City Manager:

City Admin Personnel-Personal services of units supervised or served.
City Admin Fiscal-Total budget, capital at 10%, of units served.
Deputy Personnel-Personal services of units supervised or served.
Deputy Fiscal-Total budget, capital at 10%, of units served.

City Clerk:

Records Management-Number of boxes stored.
Other Services-Total budget, capital at 10%, of units served.

City Attorney:

Civil Division-Total budget, capital at 10%, of units served.
Criminal & Other-Direct allocation to City Attorney-Other

Human Resources:

Benefits-Number of full-time equivalent positions served.
Training-Number of permanent full-time equivalent positions served.
Recruitment-Number of FTE's served, Fire & Police weighted.
Risk Management Safety-Number of full-time equivalent positions served.
Risk Management Claims-Total budget, capital at 10%, of units served.

Management Services Admin:

Department Admin-Personal services of units supervised or served.
Other-Direct allocation to Other.

Management Services Purchasing:

Division Admin-Personal services of units supervised.
General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditure of contract administered.
Bond/Surety-Direct allocation to Community Development.

Management Services Mail Services:

Services-Number of pieces of mail processed during six months.

Management Services Grant Admin:

Services-Grant revenues.

Management Services Warehouse:

Services-Cost of items issued through warehouse.

Management Services Property Mgmt:

Services-Estimated effort spent on projects.

ND Copy Center:

Services-Actual copy center charges for twelve months.

Information Systems:

General Support-Number of personal computers supported.
E-Mail-Number of e-mail messages.
GIS-Total budget less capital of units served.

Finance:

General Account-Total budgeted expenditures of units served.
Journal Entry-Number of Receipt & Journal transactions.
Accounts Payable-Number of Accounts Payable transactions.

Appendix E – Full Cost Plan Summary of Allocation Basis

Payroll-Number of payroll checks issued.
Budget Programs-Number of programs.
Budget Fiscal-Total budget, capital at 10%, of units served.

Sales Tax & Licensing:

Collections-Estimated level of effort provided by Collections.
Accounts Receivable-Estimated level of effort provided by Accounts Receivable.
Other-Direct allocation to General Fund-Other.

Public Works Administration:

Director-Estimated effort expended by Public Works Director.
Secretary-Estimated effort expended by Public Works Director's Secretary.

Public Facilities Maintenance:

City Hall Custodial-Gross square feet of assigned space.
City Court Custodial-Direct allocation to City Court.
Other Custodial-Number of restrooms maintained.
Preventive Maintenance-Gross square footage of assigned space maintained.
Special Maintenance-Budgeted hours to be expended on special projects.
City Hall Maintenance-Gross square feet of assigned space.
Other Maintenance-Budgeted hours to be expended on activities.
City Hall Utilities-Gross square feet of assigned space.
Beaver Street Annex-Direct allocation to Other.
Milligan House-Direct allocation to Tourism.

Soil Remediation:

Services-Charges for services provided by Public Works Mechanical Shop.

Mechanical Shop:

Services-Charges for services provided by Public Works Mechanical Shop.

Customer Services:

City Support-Total budget, capital at 10%, of units served.
Deposit Assistance-Estimated hours of service provided.
Enterprise-Budgeted revenue of utilities and environmental services.
Field Reading-Direct allocation to utilities.

Community Development Admin:

Admin Personal-Personal services of units supervised or served.
Admin Fiscal-Total budget, capital at 10% of units served.
Devel Services-Total budget, capital at 10% of units served.

Engineering:

Traffic Engineer-Direct allocation to Highway User Fund.
Stormwater-Percentage of hours spent on projects.
ADEQ Plan-Direct allocation to General Fund-Other.
Rio de Flag-Direct allocation to General Fund-Other.
Building Permit-Direct allocation to General Fund-Other.
Other-Dollar value of permits issued in prior year.

Planning:

General Services-Total budget by fund, less capital carryover.
Development Review-Total budget by fund, less capital carryover.
Advanced Plan-Total budget by fund, less capital carryover.
Zoning-Total budget by fund, less capital carryover.
Redevelopment-Total budget by fund, less capital carryover.
Housing-Direct allocation to Planning-Other.

Contributions:

United Way-Total budget by fund, less capital.
Others-Direct allocation to Contributions.

GLOSSARY

Accrual Basis of Accounting – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADA – Americans with Disabilities Act

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ADOT – Arizona Department of Transportation

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

AOT – Arizona State Office of Tourism

APP – Aquifer Protection Permit

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ARB – Accident Review Board – A committee comprised of City Employees from various departments designated to review employee accidents that result in property damage.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

ATP – Administrative/Technical Personnel

AWWA – American Water and Wastewater Association

BALANCED BUDGET – A budget in which current revenues equal current expenditures. The legal requirements for a balanced budget may be set by the State or local government.

BBB – Revenue derived from a two percent (2%) excise tax on hotels (bed), restaurants (board) and, bar receipts (booze), therefore, the "BBB" tax.

BNSF – Burlington Northern Santa Fe Railroad Company

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL – The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE – The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

CAPITAL – Those items valued over \$5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets,

Appendix F – Glossary

bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

CCC – Coconino Community College

CDBG – Community Development Block Grant – A source of grant funding for housing projects and other redevelopment projects.

CIP – Capital Improvement program

COMMODITIES – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY DEVELOPMENT DEPARTMENT – Refers to the following group of Divisions: Community Development Administration, Building Inspection, Engineering, Planning, Urban Design, Community Redevelopment, Metropolitan Planning Organization, Arts & Science, Drainage and Transportation.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES – Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER – An organizational budget and/or operating unit within each City division or department.

CSR – Customer Service Representative

CTAC – Citizens Transportation Advisory Committee

DEBT SERVICE – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

DOJ – Department of Justice

DPS – Department of Public Safety – The enforcement division of the Arizona State Highway department.

DRB – Development Review Board

EMT - Executive Management Team - Team members selected from throughout the organization to participate in process improvement regarding organizational development.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE – The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission based on population growth and inflation sets this limit.

FAA – Federal Aviation Administration

FCP – Flagstaff Cultural Partners – Created by the Alliance to establish local arts, cultural and science programs.

FHWA – Federal Highway Administration

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIT – Flagstaff Interagency Taskforce for Safe Housing – an interagency team with the purpose of identifying and correcting unsafe housing and living conditions in the Flagstaff area.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FMLA – Family Medical Leave Act

FMPO – Flagstaff Metropolitan Planning Organization

FTA – Federal Transit Administration

FTE – Full-Time Equivalent – A position, permanent or temporary, based on 2,080 hours per year. Part-time positions are converted for budget purposes to a decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part time employee working 520 hours would be equivalent to .25 of a full time position.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

FUTS – Flagstaff Urban Trail System – A multi-modal trail system used by pedestrian commuters, runners, bicyclists, hikers, and cross-country skiers. The interconnected trails link virtually every area of the city and will provide a continuous link to the Arizona Trail, connecting the borders of Mexico and Utah.

GAAP - Generally Accepted Accounting Principles – Financial accounting and reporting conventions, rules, and procedures that a business entity must use in preparing external financial statements.

GENERAL ADMINISTRATION DEPARTMENT – Refers to the following group of Divisions: City Manager, City Clerk, Capital Management, Law, City Court, Tourism Administration, and Visitor Services.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

HURF – Highway User Revenue Fund – Highway user revenues are a gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for Highways and Streets maintenance and construction.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

JCEF – Judicial Collection Enforcement Fund

LEAF – Law Enforcement Administrative Facility – A shared facility between Coconino County and the City of Flagstaff.

LERRDS – Corps of Engineers acronym for, “Lands, Easements, Rights-of-way, Relocations, and Disposals.”

LMWTP – Lake Mary Water Treatment Plant

MANAGEMENT SERVICES DEPARTMENT – Refers to the following group of Divisions: Human Resources, Information Services, Management Services Administration, Finance/Budget, Sales Tax & Licensing, and Library division.

MIS – Management Information Systems

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

MPO – Metropolitan Planning Organization

MRF – Materials Recovery Facility – A processing operation to sort, process and resale bulk recyclable materials collected from residential and commercial customers. The facility opened in 1998 through a public-private partnership.

NAPEBT – Northern Arizona Public Employees Benefit Trust – A joint venture combining the purchasing power for health insurance; members include the City of Flagstaff, Coconino County, Flagstaff Unified School District, and Coconino Community College.

NAU – Northern Arizona University

NFPA – National Fire Protection Association

NON-DEPARTMENTAL – Refers to the following Divisions: Contributions to Other Agencies, G.O.B.-Debt Service, Council & Commissions, Non-Departmental, Real Estate Proceeds, Firemen's Pension, Special Assessments and Transit.

NON-RECURRING REVENUE – Revenue which is a one-time receipt or which is not received on a continual basis.

NPDES – National Pollutant Discharge Elimination System

NRFP – North Reservoir Filtration Plant

OBJECTIVES – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

OPERATING BUDGET – A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OSHA – Occupational, Safety, and Health Administration

OUTSIDE AGENCIES – Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES – All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES – Expenditures for salaries, wages and fringe benefits of a government's employees.

PFAC – Ponderosa Fire Advisory Council

PIT – Project Implementation Team – A team comprised of City employees to ensure that the Capital Improvement Project process is expedient with the goal of getting work done in a timely manner and within the appropriated budget.

POLICE DEPARTMENT – Refers to both Police and Police Grant Divisions.

PRIMARY TAXES & VALUES – Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PRV – Pressure reduction valve

PUBLIC WORKS DEPARTMENT – Refers to the following Divisions: Airport, Facilities Maintenance, Cemetery, Mechanical Shop, Parks and Recreation, Environmental Services and Streets.

PURCHASED CAPITAL OUTLAY – Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES – Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESERVES – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

RESTRICTED REVENUES – Are legally restricted for a specific purpose by the Federal, State, and local government.

RFP – REQUEST FOR PROPOSAL – A request for an offer, by one party to another, based on a requested scope of services.

RSL – REVISED SERVICE LEVEL – A request for appropriation above the targeted base budget of the division. These may be for one-time purchases or ongoing expenditures.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SCADA – Supervisory and Control Data Acquisition. This is a program used by the Utilities Department.

SECONDARY PROPERTY TAXES – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES – Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SID – Special Improvement District

SPECIAL REVENUE FUND - Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

STREET AND HIGHWAY BONDS – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

STS – Safe To School.

TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE – The amount of tax levied for each \$100 of assessed valuation.

TEA-21 – Transportation Equity Act for the 21st Century

URBAN DESIGN – Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

USDOT – United States Department of Transportation

USFS – United States Forest Service

USGS – United States Geological Survey

UTILITIES DEPARTMENT – Refers to the following Divisions: Betterments & Improvements Water District, Betterments & Improvements Water Production, Debt Service-Sewer, Debt Service-Water, Lake Mary Water Plant, Meter Reading, North Reservoirs, Utilities Administration, Wastewater Collection, Wastewater Collection Improvements, Wastewater Monitoring, Wastewater Treatment Improvements, Wastewater Treatment Plant, Water Distribution System, Woody Mountain Wells, and Reclaimed Plant.

WIFA – Water Infrastructure Financing Authority

ACRONYMS

<u>Acronym</u>	<u>Description</u>
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOT	Arizona Department of Transportation
AOC	Administrative Office of the Courts
AOT	Arizona State Office of Tourism
APP	Aquifer Protection Permit
ARB	Accident Review Board
ARS	Arizona Revised Statutes
ATA	Arizona Tourism Alliance
ATP	Administrative/Technical Personnel
ATTF	Anti Terrorism Task Force
AWWA	American Water and Wastewater Association
AZBO	Arizona Building Officials
BBB	Bed, Board, and Booze Tax
BNSF	Burlington Northern Santa Fe Railroad Company
CAFR	Comprehension Annual Financial Report
CCC	Coconino Community College
CD	Community Development
CDBG	Community Development Block Grant
CID	Capital Improvement Division
CIP	Capital Improvement Plan/Projects
COL	Cost of Living
CPM	Center for Performance Measurement
CPR	Cardio-Pulmonary Resuscitation
CSR	Customer Service Representative
CTAC	Citizens Transportation Advisory Committee
CVB	Convention and Visitor Bureau
CY	Calendar Year
DBM	Decision Band Method
DES	Department of Economic Security
DOJ	Department of Justice
DPS	Department of Public Safety
DRB	Development Review Board
EAC	Employee Advisory Committee
EOC	Emergency Operations Center
EMT	Executive Management Team
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIT	Flagstaff Interagency Taskforce for Safe Housing
FMLA	Family Medical Leave Act
FMPO	Flagstaff Metropolitan Planning Organization
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFEC	Greater Flagstaff Economic Council
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
GPLET	Government Property Lease Excise Tax

ACRONYMS

<u>Acronym</u>	<u>Description</u>
GREAT	Gang Resistance Education and Training
GSA	Government Services Administration
HASTC	High Altitude Sports Training Complex
HIPAA	Health Insurance Portability and Accountability Act
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
ICBO	International Council of Building Officials
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
JCEF	Judicial Collection Enhancement Fund
JTTF	Joint Terrorism Task Force
LDC	Land Development Code
LEAF	Law Enforcement Administrative Facility
LERRDS	Lands, Easements, Rights-of-way, Relocations, and Disposals
LMWTP	Lake Mary Water Treatment Plant
LTAF	Local Transportation Assistance Funds
MIS	Management Information Systems
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
NABA	Northern Arizona Building Association
NAPEBT	Northern Arizona Public Employees Benefit Trust
NAU	Northern Arizona University
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
O&M	Operations and Maintenance
OD	Organizational Development
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
P&Z	Planning and Zoning
PFAC	Ponderosa Fire Advisory Council
PFC	Passenger Facility Charge
PIO	Public Information Officer
PIT	Project Implementation Team
PRV	Pressure Reduction Valve
PW	Public Works
QSI	Quality Service Increase
RFP	Request for Proposal
RJ	Regional Jet
RLTP	Regional Land Use and Transportation Plan (Flagstaff area)
ROW	Right of Way
RSL	Revised Service Level
SCADA	Supervisory and Control Data Acquisition
SID	Special Improvement District
STS	Safe-to-School
TEA-21	Transportation Equity Act for the 21st Century
USDOT	United States Department of Transportation
USFS	United States Forest Service
USGS	United States Geological Survey
VC	Visitor Center
VRC	Vacancy Review Committee
WIFA	Water Infrastructure Financing Authority
WOW	Wonderful Outstanding Workers

Council Goals

The City of Flagstaff Council undertook a tremendous effort in FY 2003 to review citywide goals adopted in FY 2002.

The Council set these broad areas and staff then developed cross-departmental teams to identify specific objectives or work programs. These work programs set the base from which all divisions developed their FY 2004 budget. All divisions had to identify their objectives within one of the goal areas.

The first review of these goals was undertaken in October 2002 to coincide with the fall Council retreat. The update status for the following goals relates to that timeframe.

The following list highlights the ten major areas established by Council and the complete work plan ensues.

- **Economic Development /Redevelopment**
- **Fiscal Health**
- **Public Safety**
- **Affordable Housing**
- **Capital Improvements**
- **Customer Service**
- **Planning for Growth**
- **Collaboration**
- **Quality of Life**
- **Organizational Support**

ECONOMIC DEVELOPMENT/REDEVELOPMENT

GOAL STATEMENT ECONOMIC DEVELOPMENT/ REDEVELOPMENT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Maintain and strengthen Flagstaff as the regional center for retail, employment and hospitality while enhancing the quality of life for our residents.</p>	<p>Job Creation: The Greater Flagstaff Economic Council (GFEC) seeks to create and maintain quality jobs (those positions that pay greater than the County median wage and offer benefits) through not only the recruitment and retention of quality employers, but also by assisting start-up companies through the Northern Arizona Technology and Business Incubator. Additional emphasis is placed on those targeted employers in the renewable energy, bio-industry, and information technology sectors in the creation of quality jobs.</p>	GFEC
	<p>Technology Plans: GFEC realizes that the implementation of high-speed telecommunication technology with the specific goal of access to this technology for all residents, business and public agencies in the Greater Flagstaff area is of primary importance.</p> <p>STATUS: Hired staff member. Completed GADA grant program. Applied for DOC funding to continue</p>	GFEC
	<p>Strategy Statement: Shift dependence to less recession-prone industries</p> <p>Research top recession-proof industries such as medical services; pharmaceuticals, government, and food services</p> <p>Develop action steps for attracting such businesses to the Greater Flagstaff area.</p> <p>STATUS: Interviewed local business for effects. Primary USGS expansion opportunity</p>	GFEC
	<p>Strategy Statement: Take it to another level. Feed the current engine as well as develop new.</p> <p>Identify supply chain issues that are problematic with large employers in the area, including NAU, W.L. Gore & Associates, Nestle Purina, Walgreen's, and others.</p> <p>Develop recruitment and retention strategies to attract/keep those business, once identified, that support large employers' supply chains.</p> <p>STATUS: Ongoing. Employment figures better – AZ and Nation. Recruitment and retention strategies created.</p>	GFEC
	<p>Strategy Statement: Create policy to make economic development more attractive for our desired targets. Development action plans for specific areas of the community (i.e. the Airpark) in developing those qualities (labor, infrastructure, etc.) needed, and in preparation for, our target industries.</p> <p>STATUS: Completed Incentive Program Created BPI zoning specific to Airpark</p>	GFEC

GOAL STATEMENT ECONOMIC DEVELOPMENT/ REDEVELOPMENT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy Statement: Demonstrate connectedness of economic development, redevelopment, and growth strategies.</p> <p>Support redevelopment plans within the community by ensuring that complementary economic development occurs in those areas.</p> <p>Develop a strategy to identify whether a lead is better suited for economic development or redevelopment, and ensure that leads are forwarded to the proper responding agency.</p> <p>Participate in all land-use planning activities to ensure that proper inventory is available for complementary economic development within the community.</p> <p>STATUS: Participated in major Council policy discussion. Meet regularly as staff to address issue</p>	GFEC
	<p>Strategy Statement: Employment growth salary levels.</p> <p>Identify opportunities for local companies to create jobs through the expansion of product sales and markets.</p> <p>As sales and markets grow, so does the need for quality (high-paying) employees.</p> <p>As new employees are added to the local workforce, the tax base (sales tax) grows as consumption of goods and services increases.</p> <p>STATUS: Ongoing program effort with weekly site visits</p>	GFEC
	<p>Strategy Statement: Maximize economic opportunity through thoughtful analysis and policy formation.</p> <p>Analyze our workforce as an economic development asset by engaging in studies to:</p> <ul style="list-style-type: none"> ▪ Underemployed (overqualified) in their current positions to determine currently available labor resources. ▪ Determine if NAU alumni wish to remain in Flagstaff and what their skill sets are. <p>STATUS: RFP's out to analyze underemployed labor force, skill sets and Corp needs. Using NAU database for recruitment.</p>	GFEC
	<p>Strategy Statement: CIP plan overall goal is value-added investment.</p> <p>Look for opportunities to develop (infrastructure) land inventory that will promote complementary economic development in our targeted industries.</p> <p>STATUS: Working for adoption of Yavapai Land Exchange legislation. Coordinating telecom program</p>	GFEC

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GOAL STATEMENT ECONOMIC DEVELOPMENT/ REDEVELOPMENT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy Statement: Increase the economic benefits of tourism by balancing out Flagstaff’s seasonality—establishing Flagstaff as a year-round destination.</p> <p>By working with the arts, educational, and scientific organizations and others, identify niche markets with high value customers.</p> <p>STATUS: In process</p>	CVB
	<p>Create opportunities for attractions, restaurants, etc. to benefit from non-leisure related visitors by working closely with hotels, local companies, NAU and others. E.g. create itineraries that specifically address their interests and their time constraints.</p> <p>STATUS: All attraction releases universal</p>	CVB
	<p>Educate the Tucson and Phoenix media, specifically meteorologists, to inform their viewers of the correct winter driving conditions through the “Clear the Road to Flagstaff” PR initiative beginning this winter.</p> <p>STATUS: Ongoing</p>	CVB
	<p>Work with local groups/organizers to facilitate a convention center that would help to establish Flagstaff as a meeting center, while contributing to our tax base.</p> <p>STATUS: RFP out. Six responses received and are being evaluated.</p>	CVB
	<p>Reestablish Flagstaff as a premier destination to the international markets by having a strong presence at the following trade shows this fiscal year: Pow Wow, Rocky Mountain Symposia, ITB and WTM.</p> <p>STATUS: All shows attended</p> <p>Strengthen regional marketing efforts (AZ Rocks, N. AZ Coalition, etc.) by positioning Flagstaff as the leader and hub of Northern Arizona.</p> <p>STATUS: Hired coordinator</p>	CVB
	<p>Set and accomplish aggressive quarterly telemarketing, sales call, and cold call goals.</p> <p>STATUS: In process</p>	CVB

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GOAL STATEMENT ECONOMIC DEVELOPMENT/ REDEVELOPMENT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy Statement: Establish enthusiasm in the community for tourism-related activities; create a local base of that would open the door to additional opportunities.</p> <p>Work closely with business and organizations such as GFEC, Chamber of Commerce, etc., to identify opportunities to tie in their goals, while increasing tourism. In addition, work to unify our marketing message to boost all of our efforts.</p> <p>STATUS: Presentation to Council; Events & Marketing GFEC brand reinforces community brand</p>	CVB
	<p>Along with the Flagstaff Cultural Partners (FCP) and the Chamber of Commerce, explore the idea of a Cultural Pass that would enhance the art/science/cultural experiences for residents and visitors.</p> <p>STATUS: Brochure completed as first step in process.</p>	CVB
	<p>Work with local media in developing stories that strive to lessen the division between visitors and residents.</p>	CVB
	<p>Through active recruiting, adding a non-industry seat and industry seat, and imposing a directional emphasis to fully utilize the power and influence of the Tourism Commission.</p> <p>STATUS: Completed. Formed three task forces</p>	CVB
	<p>Continue to strengthen and widen the efforts of “Service at Its Peak” to raise the level of service at Flagstaff area businesses, benefiting residents and visitors alike.</p> <p>STATUS: Reassess the program, development marketing, and tripled distribution.</p>	CVB
	<p>Expand the distribution list for the CVB’s weekly and seasonal calendar of events.</p>	CVB
	<p>Strategy: Redevelopment Marketing</p> <p>Begin an aggressive marketing campaign in national trade magazines to raise awareness about the advantages of our community to potential developers, lenders, investors and tenants.</p> <p>A lifestyle theme will be used to appeal to specific retailers and corporations.</p> <p>STATUS: Four ads running in trade publications. Brand reinforces community brand. Booth at Urban Land Institute</p>	CD

GOAL STATEMENT ECONOMIC DEVELOPMENT/ REDEVELOPMENT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: Downtown Redevelopment</p> <p>Create development scenarios that private partners will implement for a five-block area in the western portion of Downtown that will serve as a catalyst for continued growth and economic expansion of the Downtown while providing the City with additional municipal space, public parking, retail, office and housing opportunities. Examine other areas in the Downtown that might provide additional opportunities for economic expansion. Request for Proposals from developers to be issued in late 2002 or early 2003.</p> <p>STATUS: 177 Conference Center RFP's out Civic, justice, parking components presented for public review – bond. Development scenarios completed</p>	CD
	<p>Strategy: East Flagstaff Gateway Area</p> <p>Complete a Redevelopment Area Plan for this area that can serve as an anchor and gateway for the City. The plan will include stabilization and rebuilding of the existing industrial area into a more “park like” setting.</p> <p>The Mall expansion may include additional retail offerings, housing, and possibly an auto mall.</p> <p>All of this will strengthen the community’s tax base while serving as an economic engine for additional redevelopment in the area.</p> <p>Work towards an expansion opening in late 2004 or early 2005.</p> <p>STATUS: Auto park consultants hired. Preliminary site plan in hand</p>	CD
	<p>Strategy: Southside Warehouse District</p> <p>Create development scenarios for this area that private partners will implement for a four-block area adjacent to the BNSF Railway and north of Phoenix; serving as the catalyst for additional investment in the Southside neighborhood.</p> <p>Seek to preserve the Southside’s culture and history while creating a vital, mixed-use neighborhood that serves as the link between NAU and Downtown.</p> <p>Depending on design concepts, issue a Request for Proposal in 2003.</p> <p>Begin working on Southside Specific Revitalization Plan in cooperation with the Housing Section in 2002.</p> <p>STATUS: Design concepts completed</p>	CD

GOAL STATEMENT ECONOMIC DEVELOPMENT/ REDEVELOPMENT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: Rio de Flag</p> <p>Continue partnership with the Army Corps of Engineers to create a flood control project that can also be a major recreational amenity and multi-modal link for the community.</p> <p>This project will also remove much of the Downtown, Southside and NAU from the floodplain and allow for redevelopment and reinvestment in the area.</p> <p>Completion expected in 2005.</p> <p>STATUS: Aggressively pursuing Federal funding</p>	CD
	<p>Strategy: Stone Container</p> <p>Work with the developer to create plans for a mixed-use neighborhood center that may also include some regional business or headquarters.</p> <p>Project should serve as an anchor on Butler Avenue and eventual link and Gateway to the Southside and NAU.</p> <p>STATUS: Ongoing work with developer</p>	CD
	<p>Strategy: Downtown Gateway East</p> <p>Explore opportunities for redevelopment of this prominent and highly visible section of the Downtown that should serve as a multi-modal link along Aspen Avenue.</p> <p>STATUS: See above – ongoing work with developer</p>	CD
	<p>Strategy: Downtown Enhancements</p> <p>Work to create a gateway along Route 66 through the Downtown in cooperation with ADOT and BNSF including enhancement of multi-modal transportation and resolution of the auto, train and pedestrian conflicts.</p> <p>STATUS: T-21 funding secured (\$500K)</p>	CD
	<p>Strategy: Milton Road</p> <p>Work with the Urban Mobility Study to identify future redevelopment opportunities along this corridor that may allow us to create a better entry experience for visitors along Milton Road and adjacent streets.</p> <p>STATUS: Finalizing recommendation</p>	CD
	<p>Strategy: USGS</p> <p>Continue to address new employment base opportunities and fund campus Master Plan improvements.</p>	

FISCAL HEALTH

GOAL STATEMENT FISCAL HEALTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The City of Flagstaff shall maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written policies that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices.</p> <p>Discussion: The Council recognizes that the vision and intentions of the policy makers exceeds the economic realities. In order to accomplish the plans of shaping a Flagstaff that stays true to it's quality of life interests, the strategy must include the creation of community wealth through economic development, redevelopment, the creation of new revenues and the leveraging of financial assets.</p>	<p>Capital Improvements – work with CIP to develop comprehensive plan of infrastructure needs</p> <p>STATUS: Ongoing</p>	<p>CIP, PW, Finance, Utilities</p>
	<p>Expenditure control – consider development of incentives versus penalties relative to year-end expenditures.</p> <p>STATUS: Ongoing</p>	<p>Finance/ Budget Team</p>
	<p>Fee Policies – Develop a policy of mandatory fee reviews including frequency and responsibility.</p> <p>STATUS: Complete by 6-30-03</p>	<p>Finance</p>
	<p>Work Smarter –In an effort to reduce redundant work and paper work, explore electronic opportunities, i.e., online contracts, faxing of purchase orders.</p> <p>STATUS: Ongoing</p>	<p>EMT Coordinating Committee</p>
	<p>New Revenues – Implement fee recommendations from 2002 user fee study.</p> <p>STATUS: In process</p>	<p>Finance</p>
	<p>Impact fees – Implement impact fee recommendations as desired.</p> <p>STATUS: In process</p>	<p>Planning</p>
	<p>Leverage grants – Find grants for the Rio de Flag project and other projects as may be desirable.</p> <p>STATUS: In process</p>	<p>Finance</p>
	<p>Stormwater Utility – Finalize the policies and fee structure for implementation in December 2002.</p> <p>STATUS: Considering alternative dates and phasing</p>	<p>Engineering, Utilities, Finance</p>
	<p>Cost allocation – Implement new cost allocation methodology and start process of including overhead recovery in grants.</p> <p>STATUS: Completed</p>	<p>Finance</p>
	<p>Water and Sewer capacity charges – Implement increased capacity charges based on 2002 analysis.</p> <p>STATUS: Completed</p>	<p>Utilities</p>
	<p>Public Private Partnerships – look for ongoing opportunities to coordinate infrastructure development to meet the needs of both parties. – In process with NAU and reclaimed line construction on the campus</p> <p>STATUS: Ongoing</p>	<p>PW, Utilities, Engineering</p>
	<p>Fleet Purchases – consideration to extend the useful lives and years on replacement criteria.</p> <p>STATUS: Completed</p>	<p>Fleet Committee</p>

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GOAL STATEMENT FISCAL HEALTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Utilities Optimization program - Continue implementation, a program designed to reduce job redundancy and incorporate better technology. STATUS: Skill based in place with the wastewater plants. The maintenance crews will be the next area.	Utilities
	ICMA benchmarking- formalize budget and decision process to consider comparative data. STATUS: Second year of program will give more complete data.	Budget Team
	Credit Cards – Implement the credit card program citywide to reduce cost of processing. STATUS: Working on implementation at customer service	Purchasing
	Bond Program – based on an unfunded needs develop a bond program and financing alternatives. STATUS: Underway	Finance, CIP, PW, Fire
	Sales Tax – remove the expiration clause on the City 1% Sales Tax to create revenue stability STATUS: Future work strategy	Finance
FY 04:	Incorporate reduced maintenance as capital criteria. Example is the radio read meter program on the inner basin pipe replacement	CIP, PW, Utilities, Finance
FY 04:	Invest excess City fund and achieve a rate higher than the Arizona State Treasurer’s Pool, current funds outside the pool earn 3.95% outside the fund, LGIP at 2.16%	Finance
FY 04:	Integrate software systems with the financial mainframe to the extent possible.	Courts, Recreation, Finance
FY 04:	Identify operational impacts of capital projects and other decisions to incorporate a sustainability analysis.	All Departments, Finance
FY 04:	Maintain accounting standards and reporting to ensure good bond ratings.	Finance.

PUBLIC SAFETY

GOAL STATEMENT PUBLIC SAFETY	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The goal is to maintain a safe community through an integrated public safety system that addressed the underlying issues affecting public safety, health and quality of life.</p> <p>Discussion: The City Council recognizes that the role of public safety encompasses a broad array of interrelated activities. Public order and quality of life issues must be addressed on a broad front through a partnership of shared responsibility and trust between Police, Fire, other city departments, civic organizations and the community. Community safety and well being must be built from within each neighborhood and cannot be imposed from the outside. The integrated approach of using all available resources of government, private enterprise, civic organizations and neighborhoods, each accepting shared responsibility if the optimal use of public safety services and will result in an enhanced quality of life for the community.</p>	<p>Continue to improve upon the coordination and team approach of focusing Police, Fire, Planning & Zoning, Environmental Management, Legal and Health Services to efficiently address safety and health needs.</p> <p>STATUS: Fire – Communication committee continues to work on improving alarm services. Continue to address public health and safety issues of mutual concern.</p>	All
	<p>Clean & Green to continue the abandoned vehicle and litter control programs in partnership with block watch and neighborhood organizations.</p> <p>STATUS: Block watches focus on local issues including removing abandoned vehicles.</p>	Clean & Green Police
	<p>Push decision-making down to the lowest competent level to increase efficiency. The City Manager’s office leads the effort to communicate with all the staff current issues facing the City.</p> <p>STATUS: The City Manager’s office leads the effort to communicate with all the staff on current issues facing the City.</p>	All
	<p>Promote the PRIDE Block Watch Program as a forum for the promotion and nurturing of a partnership of shared responsibility and trust with Police, Fire, government and residents, to identify and address those issues that are adverse to public safety and quality of life.</p> <p>STATUS: Approximately 78 Block Watches exist along with a core of Block Watch captains who meet to discuss problem solving ideas and initiatives.</p>	All
	<p>Continue participation in after school programs as well as those during school hours that offer opportunities for education, mentoring and value building.</p> <p>STATUS: The DARE and GREAT programs continue as the primary prevention programs in the public schools.</p>	Police Fire Parks & Recreation
	<p>Continue partnering of Police, Fire and Parks & Recreation in joint ventures such as Teen Night, the Teen Leadership Academy, GREAT Camp, and other positive youth programs.</p> <p>STATUS: The GREAT camp, Jam Zone, and Teen Night are examples of partnering efforts with other departments, local schools, and non-profit organizations safe activities for area youth.</p>	Parks & Recreation Police Fire

GOAL STATEMENT PUBLIC SAFETY	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Review Park security issues, as well as the impact of alcohol on Park Use and Permit Policies.</p> <p>STATUS: Activities are monitored at local parks and recommendations are made as needed.</p>	<p>Police Parks & Recreation Fire</p>
	<p>Continue participation in United Way partnerships such as the Sunnyside Neighborhood Association, Success by Six, and Weed & Seed, to address social issues and foster neighborhood responsibility</p> <p>STATUS: These efforts are ongoing. Employees also participated on the YMCA committee and Detox committee.</p>	<p>All</p>
	<p>Use every opportunity and community forum to educate residents of their responsibility to contribute to the well-being of their neighborhood, community and country, by participating in the identification and resolution of those social and economic issues that adversely affect crime, the fear of crime, public health and overall quality of life.</p> <p>STATUS: Efforts continue via block watches, citizen police academies, and most recently dealing with issues of Homeland Security and issues dealing with localized disasters such as wildfires.</p>	<p>All</p>
	<p>Provide sufficient resources to focus on preventive public safety initiatives such as fuel management, fire code enforcement, and development review. The City continues to pursue a myriad of grant opportunities to support this work program.</p> <p>STATUS: The City continues to pursue a myriad of grant opportunities to support this work program.</p>	<p>Fire</p>
	<p>Staff, train and equip City Public Safety to contend with the realized demand for service within the community.</p> <p>STATUS: Police services are somewhat strained due to worldwide events that have increased public forums and citizen involvement in controversial issues.</p>	<p>Fire Police</p>
	<p>Adequately respond to realize demand for emergency services and prepare for the potential demands associated with disaster management.</p> <p>STATUS: Efforts are underway to design and properly equip an emergency operations center. A disaster drill was conducted to practice for possible scenarios.</p>	<p>All</p>

AFFORDABLE HOUSING

GOAL STATEMENT AFFORDABLE HOUSING	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Maintain current data on housing market conditions, trends and issues. Ensure the full benefit of such data is available to the City and the general public for use in market studies, grant applications and petitions for national and state policy changes. Ensure housing plans remain current, accurate and in concert with all other City plans including the Regional Plan.</p>	<p>Update the Consolidated Plan (Annual Action Plan) for continued federal funding STATUS: Completed May 31, 2002</p> <p>Retrieve the DDA designation to increase the chances for increased LIHTC allocations. STATUS: Pending</p> <p>Maintain a close working/planning relationship with the New Arizona Department of Housing. STATUS: Ongoing</p> <p>Raise the FHA Mortgage Insurance Limit for Coconino County Raise the Fair Market Rents for Coconino County. STATUS: Completed February 2002</p> <p>Raise the Fair Market Rents for Coconino County. STATUS: Completed October 1, 2002</p> <p>Update Affordable Housing Gap Analysis in Arizona Department of Housing Format. STATUS: Target July 31, 2003</p> <p>Revise Sunnyside Neighborhood Revitalization Strategy per HUD direction to include more social service and economic development strategies and investigate new staff needs associated with a higher level of neighborhood services. STATUS: Target June 30, 2003.</p>	<p>Planning</p>
<p>Develop policy recommendations to City Council for addressing identified affordable housing problems. Successfully Implement affordable housing policy as mandated by Council.</p>	<p>Successfully implement the LDC based affordable housing incentive Ordinance (No. 2001-14) STATUS: Ongoing</p>	<p>Planning</p>
<p>Maintain current knowledge of state of the art housing program and policy initiatives undertaken successfully by other jurisdictions. Develop new private for-profit and non-profit resources</p>	<p>Develop a Community Land Trust (non-profit agency) to homeownership for low-income homeowners. STATUS: Target June 30, 2003</p>	<p>Planning</p>

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GOAL STATEMENT AFFORDABLE HOUSING	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Continue to create and expand non-profit housing agency resources.</p> <p>STATUS: Ongoing</p> <p>Complete an analysis of successful housing initiatives conducted by municipalities with similar housing market conditions.</p> <p>STATUS: Ongoing</p>	<p>Planning</p>
<p>Identify additional funding resources and secure additional funding for the expansion of existing programs and the creation of new programs.</p>	<p>Successfully obtain multiple grant resources from the newly establishes Arizona Department of Housing to augment CDBG funds.</p> <p>STATUS: Ongoing</p>	<p>Planning</p>
<p>Increase the supply of affordable rental housing for extremely low and low income households</p>	<p>Proactively cultivate the interest of multiple LIHTC developers for the construction of new and the rehabilitation of existing rental housing developments.</p> <p>STATUS: Ongoing</p> <p>Make City land available for affordable rental housing developments where appropriate.</p> <p>STATUS: Ponderosa Homes Target Build Out December 2004</p>	<p>Planning, Non-profit tax credit developers, For-profit tax credit developers, Arizona Department of Housing</p>
<p>Significantly reduce the substandard housing stock</p>	<p>Continue to fund and coordinate owner occupied housing rehabilitation programs</p> <p>STATUS: Ongoing</p> <p>Incorporate the elimination of severely deteriorated housing and substandard trailer parks in affordable housing development efforts.</p> <p>STATUS: Ongoing</p>	<p>Planning, Private Contractors, Affordable Housing Coalition</p>
<p>Increase the supply of entry level owner occupied homes available to low, moderate and middle income households</p>	<p>Continue to fund and coordinate non-profit housing construction programs to build entry-level homes.</p> <p>STATUS: Ongoing</p> <p>Coordinate partnerships with private developers to build residential and mixed use subdivisions on City owned with a variety of housing types and a minimum of 20% being entry level affordable</p> <p>STATUS: Received proposals for Ponderosa and Rio Homes April 2002.</p>	<p>Planning, Habitat for Humanity, Affordable Housing Coalition, Private Developers, Private Design, Professionals</p>

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GOAL STATEMENT AFFORDABLE HOUSING	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Increase the amount of homeownership among low and moderate income households in Flagstaff</p>	<p>Continue to fund and coordinate non-profit homebuyers assistance programs providing education and loans for down payment and closing costs.</p> <p>STATUS: Ongoing</p> <p>Continue to fund and coordinate non-profit acquisition/rehabilitation programs converting vacant and renter occupied homes into homeownership.</p> <p>STATUS: Ongoing</p> <p>Use mortgage revenue bonds available from the newly established Arizona Housing Finance Authority for the construction of new owner occupied subdivisions with 20% affordable housing.</p> <p>STATUS: Ongoing</p>	<p>Planning, Affordable Housing Coalition, NACOG</p>
<p>Commit appropriate parcels of City land as a resource for affordable housing. Purchase new parcels of land with proceeds received from land sales. Ensure land purchases</p>	<p>Complete development agreement with developers of Ponderosa Homes and Rio Homes resulting in the construction of 33 affordable homes and 96 affordable apartments.</p> <p>STATUS: Target Construction Start Spring 2004.</p>	<p>Planning, Private Sector Developers, Non-Profit Homebuyer</p>
<p>Cover a wide geographic area preventing segregation of affordable housing to one area and integrating worker housing close to existing and prospective job markets.</p>	<p>Use the sale proceeds from Ponderosa Homes and Rio Homes to purchase more property for affordable housing.</p> <p>STATUS: Target sale date Spring 2003.</p>	<p>Assistance Programs</p>
<p>Incorporate affordable housing components in appropriate redevelopment projects using excellent design and maximizing the livability of area functions.</p>	<p>Incorporate a variety of housing types and affordability in the residential portion of redevelopment projects</p> <p>STATUS: Ongoing</p>	<p>Planning, Professional Planning and Architectural Firms</p>
<p>See Redevelopment Program Managers Materials.</p>		

CAPITAL IMPROVEMENTS PROGRAM

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Plan, program, design and construct public works and facilities capital improvements through a structured, efficient and transparent process ensuring scarce public resource expenditure for the greatest benefit to the community; creating a built environment shaped through citizen involvement, reflecting community pride.</p> <p><u>Discussion:</u> The City Council realizes the importance of delivering all Capital Improvement projects on-time and on-budget through a structured program ensuring public funds are leveraged, through partnerships when appropriate, for the greatest benefit of the community. Programmed capital infrastructure expenditures facilitate a planned growth, economic development and protect existing community investments. Allocating resources through a coordinated planning and engineering process with high levels of public involvement assures our community is shaped in alliance with citizen support. Partnerships with other public and private entities leverage our resources.</p>	<p>Plan: Define each project's elements and costs through a concept-level engineering and planning effort, which engages our citizens.</p> <p>STATUS: Lone Tree Rd. Corridor; West/Arrowhead Corridor; Multi-Modal Projects</p>	<p>Capital Division, Community Development, Public Works, Utilities, FMPO, Other City Departments</p>
	<p>Program: Provide clear information and rationale to match available revenues with prioritized projects funded through the adopted 5-Year Capital Improvements Program.</p> <p>STATUS: All Capital Projects</p>	<p>Capital Division, Financial Services, FMPO, CIP Committee, Budget Committee, Citizens Transportation Advisory Committee</p>
	<p>Design: Develop project plans with continued involvement of the community and project partners striving to enhance the built environment.</p> <p>STATUS: Fourth St. RR Xing; Sunnyside III; Empire Extension /Penstock Drainage; Multi-Modal; Utilities Projects</p>	<p>Capital Division, Funding Department, Maintaining Department, Community Development, Purchasing</p>
	<p>Construct: Deliver a final product that is cost effective with a quality of workmanship that ensures a lasting value for our citizens.</p> <p>STATUS: Fourth Street Railroad Crossing; Sunnyside II and III; Soliere; Country Club; ADA Facilities Improvements; Multi-Modal; Lucky Lane Waterline</p>	<p>Capital Division, Funding Department, Inspection Services, Purchasing, Contracts Management</p>
	<p>Public Involvement: Engage citizens through meaningful public dialogue and involvement ensuring consideration of their input and providing a full understanding of project impacts.</p> <p>STATUS: Efforts continuing</p>	<p>Capital Division, Public Involvement Officer, FMPO</p>
	<p>Process Improvements: Continual refinement of our internal process to ensure the most rapid delivery of projects while ensuring compliance to all legal/policy requirements.</p> <p>STATUS: Efforts continuing</p>	<p>Contracts Management, Capital Division, Risk Management, Attorney's Office, Purchasing,</p>

CUSTOMER SERVICE COMMITTEE

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally.</p> <p>Discussion: The City Council recognizes the importance of partnership with the citizens of our community, specifically in staff providing good customer service, while building positive working relationships with the community. The Customer Service Committee was established to implement, revise, or review internal policies and practices to ensure improve and strengthen customer service and relationships with the citizens.</p>	<p>Training: Provide ongoing customer service training for all employees to ensure they understand and demonstrate good customer service and that they are aware they are always in the public eye.</p> <p>STATUS: Due to budget constraints, training has not been implemented. The Customer Service Committee will determine a less costly way to ensure employees receive training.</p>	<p>Human Resources, Customer Service Committee</p>
	<p>Employment: Include in all job descriptions a statement that excellent customer service is a job requirement. Include a question on customer service as part of the interview process for all positions. This will communicate to current, as well as prospective employees, that the City believes customer service is a priority in the delivery of the services we provide the citizens of Flagstaff.</p> <p>STATUS: Human Resources have completed this task.</p>	<p>Human Resources</p>
	<p>Performance Evaluations: Revise the current performance evaluation form to include a section that addresses customer service. This will hold supervisors and employees accountable for providing good customer service both externally and internally. Provide training to supervisors on an ongoing basis to ensure that employees are properly rated in this area.</p> <p>STATUS: The Customer Service Committee and Human Resources is currently in the process of developing a more effective performance evaluation tool to measure customer service. As part of the process, training will be given to supervisors and employees.</p>	<p>Human Resources, Customer Service Committee</p>
	<p>New Employee Orientation: Provide all new employees with an overview of expectations regarding customer service.</p> <p>STATUS: Human Resources will incorporate customer service expectations into New Employee Orientation once the training component has been developed.</p>	<p>Human Resources</p>
	<p>Measure Effectiveness of Program: Survey internal and external customers to determine effectiveness.</p> <p>STATUS: Public Relations are currently developing a survey instrument to assess internal organizational needs and customer service will be part of that survey.</p>	<p>Customer Service Committee, Public Relations</p>

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Complaint Tracking: Establish a uniform process so that complaints are tracked to ensure resolution in a timely manner.</p> <p>STATUS: City Manager’s Office is currently in the process of establishing a tracking process.</p>	Customer Service Committee, Department Heads, City Manager
	<p>Recognition/Award Program: Recognize annually employees who have provide outstanding customer service.</p> <p>STATUS: The Customer Service Committee and Human Resources have recognized employees who have received outside awards for outstanding Customer Service and will continue to do so.</p>	Customer Service Committee, Human Resources, Manager’s Award Committee
	<p>Annual Renewal Celebration: Celebrate each year to remind all employees of the importance of good customer service as well as highlighting accomplishments and successes related to good customer service.</p> <p>STATUS: The Customer Service Committee and Human Resources is scheduled to develop a program this fiscal year (FY02-03).</p>	Customer Service Committee
	<p>Dress Code: Adopt employee dress guidelines that establish a minimum standard and an overall philosophy regarding personal appearance and expectations.</p>	Customer Service Committee, Supervisor
	<p>Alternative Dispute Resolution: Provide an alternative for resolving interpersonal conflicts in a confidential setting on a voluntary basis in an effort to constructively resolve differences to increase organizational effectiveness.</p> <p>STATUS: Human Resources have completed this task.</p>	Human Resources

PLANNING FOR GROWTH

GOAL STATEMENT PLANNING FOR GROWTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>To shape growth, with the involvement of the community, in a manner that preserves our regions natural environment, livability and sense of community.</p> <p>With a finite supply of land, we have to provide for the region's growth in a manner that balances growth and conservation.</p> <p>Continued growth pressures in Flagstaff require the need to better manage and control development.</p> <p>Addressing inefficient land use patterns.</p> <p>Delivery of public facilities and services more effectively. Flagstaff will continue to grow. The community's natural resources and its growing economy make it reasonable to believe that growth is an inexorable force.</p> <p>Consideration of how to shape it is the most productive way to harness the positives of growth and minimize the negatives.</p> <p>Clarity about what we want the community to become as it grows and proactive adoption of policies to guide it in that direction are the primary tools. Flagstaff residents have very strong views about the future of Flagstaff and the of that future and must be consulted and engaged as elements partners in shaping the future.</p>	<p>Ratification of the Regional Plan by the electorate with an elaborate public information outreach program prior to the May 21, 2002 election.</p> <p>STATUS: Ratified 68% May 21, 2002</p>	<p>Planning</p>
	<p>Enter into an Intergovernmental Agreement with Coconino County to implement the Regional Plan.</p> <p>STATUS: IGA draft underway/spring adoption by Board & Council.</p>	<p>Planning, City Council</p>
	<p>In conjunction with the City and County Planning & Zoning Commissions, prepare and submit to the City Council and Board of Supervisors an annual report that documents the progress made towards implementing the provisions of the IGA. Submit 3-year Strategic Work program on annual basis.</p> <p>STATUS: FY 04-05 Budget hearings/Annual report to Council & Board if IGA adopted in Spring 2004.</p>	<p>Planning, Planning & Zoning Commission</p>
	<p>Regional Plan as decision-making guide. Through the development plan review process, regulatory controls, and creation and establishment of appropriate programs, master plans and incentives, and the pursuit of private/public partnerships, adhere to the policies in the Regional Plan that contain growth, promote the creation of quality traditional neighborhoods, protect the urban and regional open spaces, advance a multi-modal transportation system, protect our historic properties, and support reinvestment and redevelopment in the city's established areas, with the aim of providing affordable housing.</p> <p>STATUS: Regional Plan has been incorporated into Development Review Process, CIP, Redevelopment Projects, and 03 Bond Initiatives.</p>	<p>Planning, Planning & Zoning Commission, City Council</p>
	<p>Mutual Development Review Process: Implement regional mutual development review system between City and County</p> <p>STATUS: Coordination with Coconino County underway. IGA will further formalize relationship.</p>	<p>Planning</p>

GOAL STATEMENT PLANNING FOR GROWTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Amend the Land Development Code as needed for compliance with the Regional Plan, including development of Traditional Neighborhood Design guidelines; development criteria and standards for the Business Park Zoning District and Mixed use zoning; additional lighting standards for Astronomical Zone.</p> <p>STATUS: Business Park, affordable housing and miscellaneous amendments adopted by Council in fall 2002. Work program priorities to be proposed for FY 03-04 TBD. Dark skies amendments eliminated and redirected to agreement on enforcement priorities, rezoning and information dissemination. Mixed-use zoning (TND) recommended for next year.</p>	Planning
	<p>Explore the potential for City and County regional funding and management of services, facilities, and resources, such as parks and open spaces, and administrative structures as needed and agreed upon within the region.</p> <p>STATUS: Respective Open Space bond initiatives proposed and coordinated between City and County.</p>	Planning
	<p>Pursue a Regional Open Space program to protect state and federal lands beyond the growth boundaries. Monitor Open Space/Greenways IGA</p> <p>STATUS: \$10 Million Regional Open Space bond proposal presented to public.</p>	Planning
	<p>Participate in Coconino County Comprehensive plan update. IGA with government agencies. Enter into an Intergovernmental agreement with the US Forest Service, National Parks Service, Coconino County, and state agencies to protect lands adjacent to Walnut Canyon.</p> <p>STATUS: Walnut Canyon hearings underway. Council/Board action in January 2003. MOU to be renewed in Spring of 2003.</p>	Planning
	<p>API Petitions: Submit petitions to the State Land Dept through the Arizona Preserve Initiative for the reclassification of State Trust lands as suitable for conservation purposes.</p> <p>STATUS: API Petitions submitted for Walnut Canyon and Picture Canyon areas. Observatory Mesa to be submitted by 1-03, which complete4d Sate Land API submittals inside City limits. County in process of completing API submittals for State lands outside City limits within Regional Plan boundary.</p>	Planning
	<p>Support a state-wide initiative that sets aside State Trust lands for their conservation as natural areas not to be sold or leased for development</p> <p>STATUS: Statewide initiative postponed to 2004, reformatting in progress.</p>	Planning

Appendix H – Council Goals

GOAL STATEMENT PLANNING FOR GROWTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Use various means to protect open spaces. Obtain designated open spaces through land exchanges, fee title acquisitions, regulatory provisions, conservation easements, and development incentives. STATUS: Underway	Planning
	Enhance and improve the function and appearance of the community. US Hwy 89A streetscape/gateway/city limits to East Flag TI. STATUS: Design underway	Planning
	US 180 streetscape/Fremont to Columbus TEA-21. STATUS: TEA-21 grant application submitted, \$500,000 awarded October 2002.	Planning
	Route 66 streetscape/Fanning to Flag Mall STATUS: IGA for design underway	Planning
	I-40/I-17 Gateway improvements. STATUS: Construction completed October 2002.	Planning
	Butler Avenue/Enterprise overpass STATUS: Gateway streetscape completed October 2002.	Planning
	Public Art Projects Open Space Restoration/Enhancement Projects, Rio de Flag corridor improvements STATUS: Design coordination with Corps of Engineers underway.	Planning
	East Flag TI Streetscape STATUS: IGA for design approved by Council- October 2002.	Planning
	Implementation of Growing Smarter Legislation. Regional land use and transportation plan. LDC amendments. STATUS: Plan text approved by voters in 2002, LDC amendments adopted by Council in fall of 2001.	Planning
	Prepare a master plan for McMillan Mesa to include mixed use development and open space protection STATUS: Area plan study completed by Council direction in April 2002, for alternative 4. Major amendment to Council in December 2002.	Planning
	Community Reinvestment/Redevelopment STATUS: See Community Reinvestment section.	Planning
	Urban Open space – prepare and implement an urban open spaces program for the acquisition and protection of critical open spaces within the city. STATUS: Open Space Commission/ Plan proposal to Council, November 5, 2002.	Planning

Appendix H – Council Goals

GOAL STATEMENT PLANNING FOR GROWTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Urban Open Space plan and Proposition development. STATUS: Presented to public in October 2002.	Planning
	McMillan Mesa Area Plan. STATUS: Open Space proposition to public October 2002.	Planning
	Design Review Adoption/Administration STATUS: Open space included in review process.	Planning
	Rio de Flag Open Space acquisitions. STATUS: Acquisitions underway for open space.	Planning
	Urban Open Space Monument/Enhancements STATUS: Monuments placed.	Planning
	Airport Land/USFS acquisitions. STATUS: Underway	Planning
	Continental Park acquisitions. STATUS: Completed	Planning
	Locket Park Subdivision acquisition. STATUS: Completed	Planning
	MNA/Cheshire Park Expansion. STATUS: Underway	Planning
	Redevelopment projects. STATUS: See Community Reinvestment	Planning
	Proceed with land planning and annexation process as feasible, to include lands in Urban Growth Boundary limits. Proceed with west side annexation process. STATUS: Development Master Plan/rezoning proposed underway with McCallister property.	Planning
	Pursue development of a multi-modal transportation system. Participate in 2000 Transportation Bond Project/Program implementation. STATUS: 10 year FUTS program approved by Council in 02-03 budget review.	Planning
	Urban Mobility Study – Milton Road/Rte. 66 STATUS: Study complete in March 2003	Planning
	East Flagstaff Traffic Interchange DCR. Flagstaff Urban Trail Projects. Bow & Arrow Trail. STATUS: Construction underway/ROW acquisition underway	Planning
	Tunnel Springs trail. STATUS: ROW acquisition underway.	Planning

Appendix H – Council Goals

GOAL STATEMENT PLANNING FOR GROWTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Rio de Flag/Cheshire Trail. STATUS: ROW acquisition underway.	Planning
	Fort Valley road trail. STATUS: Design underway	Planning
	Butler/Enterprise Arizona Trail. Route 66/Hwy 89 Trail STATUS: Design underway	Planning
	Various secondary neighborhood connectors. STATUS: Shadow Mountain underway	Planning
	Rio Corridors/Southside/NAU linkages. Affordable Housing. Pursue Citywide distribution and development of affordable owner-occupied and rental housing in mixed-residential neighborhoods. Ponderosa Trails STATUS: Sale/Disposition agreement to Council for 20% affordable—November 5, 2002	Planning
	Woods at Clear Creek. STATUS: Sale/disposition agreement to Council for 20% affordable – November 5, 2002	Planning
	Sunnyside/Southside acquisition STATUS: Izabel Homes-2 sites acquired/under design and construction.	Planning
	Acquisition/Rehabilitation program STATUS: Ongoing	Planning
	First time homebuyer’s assistance. STATUS: Ongoing	Planning
	Affordable Housing Set-Aside policy/incentives plan. STATUS: Adopted by Council in fall of 2001. Utilized in Rio and Ponderosa Homes projects	Planning
	Design Review. Implementation of the design review process and integration into new development review process. STATUS: Process underway since February, 2002	Planning
	Develop an Impact Fee program to finance public facility needs created by new development. Development fee adoption and administration STATUS: Fee report to Council October, 2002 Awaiting direction	Planning
	Area Plans. Prepare master plan for various districts and neighborhoods to assist in implementing mixed-use developments, affordable housing, higher densities and walkable neighborhoods. South side area. STATUS: RFP study release-Winter, 2003	Planning

Appendix H – Council Goals

GOAL STATEMENT PLANNING FOR GROWTH	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Rio de Flag Corridor urban design study. STATUS: Completed April 2002	Planning
	Sunnyside Neighborhood Conservation Plan. STATUS: Neighborhood revitalization strategy adopted by Council.	Planning
	McMillan Mesa Area Plan STATUS: Completed April 2002	Planning

COLLABORATION

GOAL STATEMENT COLLABORATION	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.</p>	<p>External relations: Department Heads/Division Heads to seek and strengthen ties with other agencies to obtain benefits for the community from shared resources, ideas, and funding.</p> <p>STATUS: Develop new and strengthen existing relationships with State and Federal Agencies including: ADWR, AOT, ADOT, USFS, and Interior among others. Refining Alliance for the Second Century objectives to develop policy positions and broader community focus.</p>	<p>EMT</p>
	<p>Internal relations: Develop internal education process for the review and discussion of potential interdepartmental, inter-division relationships to support collaborative efforts. Integrate the collaborative process into the routine work of the organization by developing processes and time frames during the budgetary and legislative cycles.</p> <p>STATUS: Gradual implementation has resulted in successes including: Capital Improvement process and projects; Bond Program; and organizational budget development.</p>	<p>City Manager, Deputy Managers, EMT City</p>
	<p>Interest-based negotiation: Training in interest-based negotiation to encourage City employees to move from positional, or rights-based thinking, to the use of more productive approaches to finding common ground.</p> <p>STATUS: Develop awareness of concept among some administrative and Legal staff.</p>	<p>City Manager, Deputy Managers, EMT City</p>
	<p>Policy development: Develop resources, through entities such as NAU, to identify strategies that address rural and regional issues on a broad scale. Encourage other agencies with common goals, such as other cities, Sovereign Nations, counties, and state and federal agencies to discuss and/or negotiate various issues using these strategies.</p> <p>STATUS: Gradual implementation including Alliance policy development (Citizens Finance Review Committee).</p>	<p>City Manager, Deputy Managers City</p>

Appendix H – Council Goals

GOAL STATEMENT COLLABORATION	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Alliance Work Program: Strengthen the commitment to the existing collaborative structure of the Alliance to obtain maximum benefits in areas such as telecommunications, health care for employees, after-school programs and community mediation services.</p> <p>STATUS: Developing new and strengthening existing relationships with State and Federal Agencies including: ADWR, AOT, ADOT, USFS, and Interior among others. Refining Alliance for the Second Century objectives to develop policy positions and broader community focus. Gradual implementation including Alliance policy development (Citizens Finance Review Committee).</p>	<p>City Manager, Deputy City Managers</p>
	<p>Municipal Policy Statement: Refine policy statement development for internal and external use.</p> <p>STATUS: Policy statement developed and used extensively.</p>	<p>City Council, City Manager, Deputy City Managers</p>
	<p>Relationships with regional partners: Formalize meetings and development of policies, as well as clarify outcome expectations with regional partners.</p> <p>STATUS: Continuing to develop relationships as the basis for future work program formalization.</p>	<p>City Manager, Deputy City Managers</p>

QUALITY OF LIFE

GOAL STATEMENT QUALITY OF LIFE	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.</p> <p>Consideration will be given to quality of life preservation and enhancement in all City actions and appropriations towards open space, neighborhood and historical preservation, land acquisition, facility and park development, environmental impact and controls, view shed retention and other community identified values in order to retain the essential and appropriate balance when considering issues related to growth and development and the related economic implications.</p> <p>Discussion:</p> <p>The City will incorporate the responsibility for enhancing quality of life as a component of every policy decision, appropriation, and governmental initiative and will always strive for a balance between growth, economic development and quality of life.</p>	<p>Environment: Through funding from ADEQ we will implement a permanent household hazardous waste program that will be available to residents year round.</p> <p>STATUS: Completed</p> <p>Expand the HHW program to include conditionally exempt small businesses.</p> <p>STATUS: Under study</p>	<p>Environmental Services</p>
	<p>Environment: Continue to support and fund the fuel management efforts in cooperation with our regional partners.</p> <p>STATUS: Ongoing</p>	<p>Fire Department</p>
	<p>Environment: Continue to support and expand our successful community wide recycling program and increase the number of businesses participating in the program.</p> <p>Increase the materials being diverted from the landfill by expanding the types of materials accepted for recycling as markets are developed and development of a municipal composting program.</p>	<p>Environmental Services</p>
	<p>Environment: Continue to develop water resources in a manner consistent with long-term needs and resource sustainability as well as continue to develop and implement cooperative agreements with regional partners.</p> <p>Expand the use of reclaimed water resources throughout the community and continue to educate our community of the value of our water resources so that we can all make educated resource decisions.</p>	<p>Utilities</p>

Appendix H – Council Goals

GOAL STATEMENT QUALITY OF LIFE	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>We will recognize the diversity of our community both culturally and generationally and will strive to preserve the aesthetic values and well as our environment while promoting citizen awareness and participation.</p>	<p>Environment: Through open space retention, reclamation and planned acquisition, we will continue to preserve our natural environment and heritage for our residents and future generations. Completion of the FUTS Trail primary spine and expand neighborhood links. Use of bond funds to purchase links.</p>	<p>Planning</p>
	<p>Neighborhoods: Through implementation of Design Review Guidelines and the development of a comprehensive Gateways program, we will identify and enhance our neighborhoods and help to build a better quality and more livable community. Implement a Property Maintenance Ordinance, Design Review Guidelines as well as design and construct community gateways to help promote, preserve and maintain the livability of our neighborhoods.</p>	<p>Community Development</p>
	<p>Neighborhoods: Through the Clean & Green Committee, we will continue to listen to our citizen representatives and develop on-the-ground neighborhood conservation programs.</p>	<p>Environmental Services</p>
	<p>Cultural Heritage: Through Flagstaff Cultural Partners we will continue to support local non-profits who strive to develop their outreach and build our community's dynamic cultural base.</p>	<p>City Manager's Office, Deputy City Manager</p>
	<p>Cultural Heritage: Through Public Art Advisory Committee we will continue to support a variety of public art projects throughout the community.</p>	<p>Planning</p>
	<p>Cultural Heritage: Through the Historic Preservation Commission we will actively work to preserve historic sites within our community so that future generations will better understand and appreciate our rich heritage. Explore the possibility of expanding the Downtown Historic District or the creation of new districts to help protect historic resources in our neighborhoods.</p>	<p>Planning</p>
	<p>Cultural Heritage: Continue to serve as a repository for our community's media based historic materials.</p>	<p>Library</p>
	<p>Youth & Elderly: Continue to invest in out-of-school services and programs for children; preteen and teen service opportunities, skill development, and diversion, adaptive recreation programs, inclusive recreation programs, and services for senior citizens. Pursue multi-use/multi-generational recreation facility construction and program enhancement to meet citizen needs as established in the Master Plan and future bond initiatives.</p>	<p>Parks & Recreation</p>
	<p>Youth & Elderly: Continue to provide a wide variety of youth and elderly services and will continue to develop it technical, multi-media format of service delivery. Staff will work to secure grant funding to improve the technology based information systems.</p>	<p>Library</p>

Appendix H – Council Goals

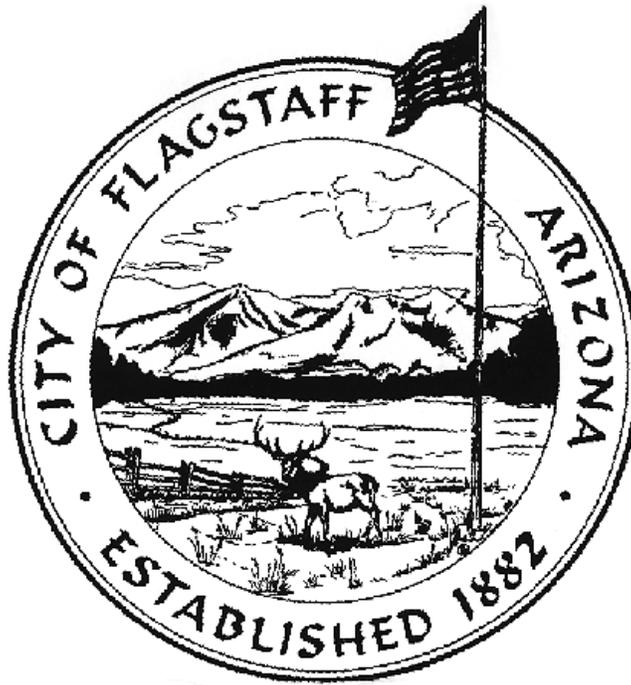
GOAL STATEMENT QUALITY OF LIFE	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Parks & Recreation: Through completion of the '96 bond initiative, residents and visitors benefit from parks and recreation facilities that offer improved amenities that promote quality of life through physical, social, and instructional programming.</p> <p>Community-wide priorities will be reviewed and selected through Master Plan updates for development and inclusion in future bond initiatives.</p>	Parks & Recreation
	<p>Aesthetics: Continue to improve the visual quality of Flagstaff's environment through a variety of enhancement projects.</p> <p>Through continued streetscape landscaping, preservation of public spaces and protection of important views whenever possible, we will preserve the essence of our mountain community.</p>	Planning
	<p>Events and Image: Continue to improve the quality of special events for residents and visitors compatible with the image and marketing of Flagstaff as a home and destination.</p> <p>Staff will continue teamwork with community partners to market and produce seasons of celebration, consistent with appropriate Flagstaff images.</p>	Parks & Recreation, CVB, Planning
	<p>Parks and Recreation: Continue to improve and protect outdoor public recreation resources through education and interaction with park and trail users.</p> <p>Explore the possibility of park ranger program through use of both paid staff and volunteers.</p>	Parks & Recreation
	<p>Parks and Recreation: Through the use of available technology, manage botanical and archeological park resources.</p> <p>Expand use of GIS/GPS technology to create and maintain resource databases and adopt strategic management plans for tree, weed, and archaeological programs.</p>	Parks & Recreation

ORGANIZATIONAL SUPPORT

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>To ensure that the City of Flagstaff has the necessary organizational structure and staff who are trained to achieve the goals of the City, now and in the future. To develop and maintain compensation and benefits systems that allow the City as an employer to hire and retain a workforce that is recognized by the Council and public as committed public servants.</p> <p>Discussion: The City Council recognizes the importance of positioning the City as a quality employer within the community to enhance recruitment and retention of employees. To do so requires providing a compensation and benefit package to attract and retain qualified employees. The City further recognizes that to accomplish established goals requires a well-trained staff.</p> <p>An outcome of providing an excellent integrated and comprehensive level of service will be the establishment of an ongoing partnership with our citizens.</p>	<p>Compensation: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City. This will include conducting a market survey annually to ensure the City's salaries are within the market.</p> <p>STATUS: In FY 2002-03, HR conducted the annual market survey using the traditional (12 years) methodology and a new approach which utilized cost of living ("COL") indexes. With the COL factors, the market analysis was incongruent with the existing compensation policy in that the market increase was not within the City's financial capability. Further, there is concern regarding the application of the COL indexes that will require further analysis.</p> <p>Implemented a pilot skill based pay and broad banding program in the Utilities Department.</p>	<p>Employee Advisory Committee, Human Resources</p>
	<p>Job Classifications: Review job descriptions to ensure positions are systematically classified.</p> <p>STATUS: Implemented a broad banding classification system for the City's Administrative support staff that provided more growth opportunities.</p>	<p>Human Resources, Department Heads</p>
	<p>Training: Develop a method of identifying training needs and conducting ongoing training. This training will enhance the employees' knowledge, skills and abilities, potential for career growth, and leadership development.</p> <p>STATUS: Ongoing</p>	<p>Human Resources, Department Heads</p>
	<p>Employee Support: Evaluate current and proposed programs to ensure adequate financial and organizational support to successfully accomplish the goals.</p> <p>STATUS: Ongoing</p>	<p>Department Heads, Budget Teams</p>
	<p>Organizational Structure: Review current organizational structure to determine relationships, organizational efficiency and effectiveness. Identify areas of existing organizational structure to identify potential improvements considering new and existing programs. Review to include appropriate staffing levels and skill requirements.</p> <p>STATUS: Ongoing</p>	<p>City Manager, Deputy City Managers, OD Steering Committee</p>

Appendix H – Council Goals

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2004 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Performance Evaluations: Improve the City's employee performance evaluation system to provide timely, accurate, and honest employee reviews, which reflect the goals and mission of the City of Flagstaff. To provide ongoing training for supervisors in conducting performance evaluations.</p> <p>STATUS: Currently, the Customer Service Committee is in the process of developing a new performance evaluation instrument (see Customer Service Goals & Objectives). Upon completion, the EAC, Department Heads, and supervisors will conduct further review.</p>	Department Heads, Budget Team, Human Resources



City of Flagstaff Citizen Survey 2002

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December 2002

City of Flagstaff Citizen Survey 2002

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Methodology

I. Methodology

The City of Flagstaff commissioned the Social Research Laboratory at Northern Arizona University to conduct a survey of Flagstaff residents, focusing on residents' evaluations of municipal services and water conservation issues. The Social Research Laboratory conducted similar surveys in December 2000 and September 2001. Findings from the earlier surveys were reported to the City of Flagstaff in March 2001 and November 2001, respectively. The most recent survey instrument was collaboratively developed by the City of Flagstaff and the Social Research Laboratory, and featured a core block of questions from the previous surveys as well as a series of new questions.

The survey was conducted between November 6, 2002 and November 11, 2002 with 400 randomly selected Flagstaff residents, 18 years of age and older. All adult respondents were screened for living within the Flagstaff city limits and considering Flagstaff to be their primary place of residence. Calling took place Wednesday through Monday, with morning, afternoon and evening shifts. The average length of the survey was approximately 8 minutes. Fifty trained interviewers were employed to conduct the calling.

The survey utilized a random-digit dial (RDD) sampling technique to generate a representative sample of households living in the Flagstaff area. RDD produces a more representative sample of the population than most other sampling methods because all households with working telephones have an equal chance of being contacted. Listed and unlisted residential households have similar probabilities of being included in the RDD study.

The survey fielding was conducted using Computer Assisted Telephone Interviewing (CATI) technology. CATI is a system in which computers are employed to increase the accuracy, flexibility, and efficiency of telephone surveys. The computer system maintains a database of phone numbers, engages the sampling process, schedules callbacks, and records the disposition of each call. Interviewers are trained on interviewing protocol and use of the CATI system prior to the fielding of the survey. Interviewers view survey questions on the computer screen in a programmed sequence and record respondents' answers with the use of a keyboard. Data entry errors are decreased using this system.

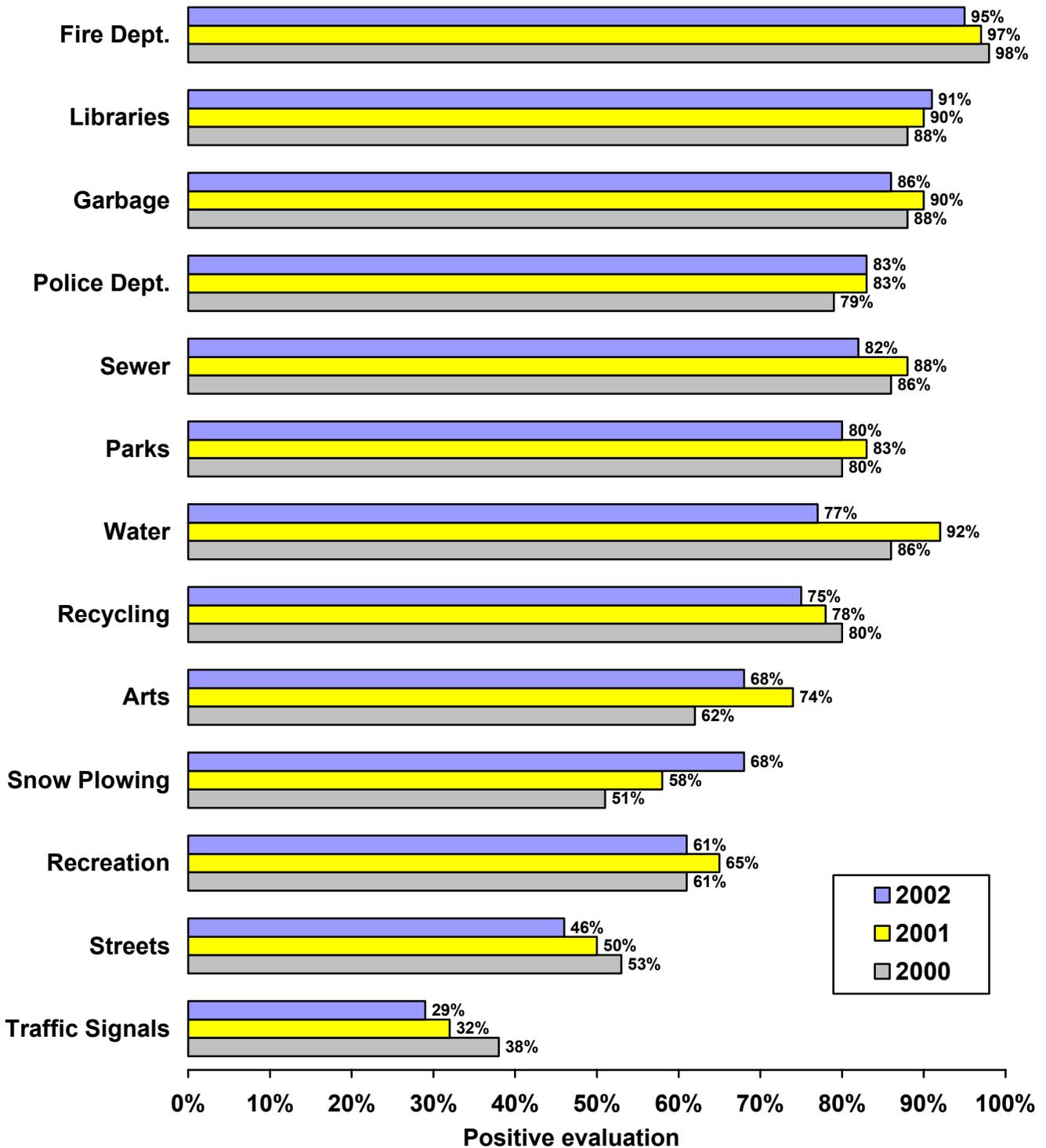
The "sampling error" associated with a 400 person sample drawn from a population of approximately 53,000 people is +/-5 percent at a 95 percent confidence level. "Sampling error" is a social science term that describes the probable difference between interviewing everyone in a given population and interviewing a sample drawn from that population. The percentages obtained in telephone surveys such as these are estimates of what the percentage would be if the entire population had been surveyed.

Thus, if 50 percent of those in the sample are found to agree with a particular statement, the actual percentage of agreement in the population from which the sample is drawn would be between 45 percent and 55 percent (50% +/- 5%). The 95 percent confidence level means that this +/-5 percent would occur in 95 out of 100 samples of this size drawn from the city of Flagstaff. Sampling error increases as the sample size is reduced. This must be kept in mind when comparing the responses of different groups within the sample (e.g., men versus women). Smaller numbers of respondents on any question translate into higher margins of error.

In some tables, “don’t know” and/or “refused” responses are considered to be “missing data.” Additionally, all figures are rounded off to whole numbers. Therefore, total responses to some questions may be greater or less than 100 percent.

Executive Summary

Figure 2: Evaluation of Municipal Services



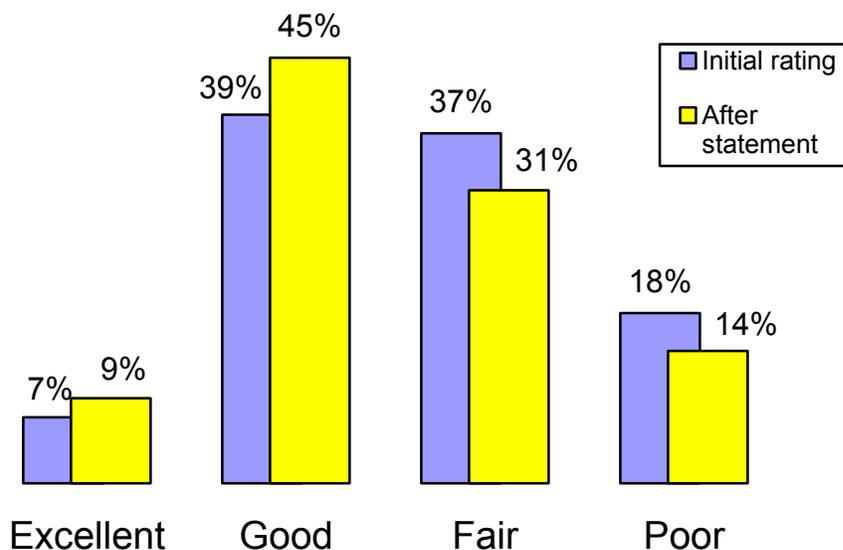
As in previous years, almost all services received a positive rating from respondents, meaning that at least half of all respondents rated the service as “excellent” or “good.” Assessments of specific city services and programs generally experienced slight declines in positive ratings during 2002, however.

Consistent with previous years, the “fire department” received the highest overall level of support, with a 95 percent positive rating (see Figure 2). “Libraries” followed with a 91 percent positive rating, “garbage collection” earned an 86 percent approval mark, and the “police department” won 83 percent approval. “Sewer services” and “parks” also received positive ratings at or above the 80 percent level.

The assessment of “water” services was substantially lower than in 2001 (77% versus 92% last year). This may reflect the water shortage Flagstaff experienced last summer. Support for “recycling” services and the “arts” also declined slightly, though their ratings continue to remain high.

Dissatisfaction with city “traffic signals” deepened further in 2002. “Traffic signals” garnered only a 29 percent positive rating (down from 38 percent in 2000) to finish last among satisfaction with municipal services. “Street maintenance” was the only other service to receive a negative overall rating, dropping from 50 percent approval in 2001 to just 46 percent this year.

Figure 3: Ratings of Street Maintenance



City Streets

This year's survey probed deeper into street maintenance issues than previous surveys to better understand the sources of respondent concerns. It is not clear, in the earlier surveys, if respondents understood which roadways the city is responsible for maintaining, or whether respondents'

negative assessments of street maintenance reflect frustration with traffic congestion. Perhaps negative opinions were influenced by the physical conditions of streets.

This year, interviewers read this statement after respondents gave a rating for street maintenance services:

“The City of Flagstaff is not responsible for the maintenance of County and State roadways such as Milton Road, Route 66, Highways 89, 89A, 180, and Interstates 40 and 17. Now knowing this, how would you rate the quality of Flagstaff Street Maintenance?”

After hearing this statement, respondent ratings of satisfaction with “street maintenance” rose from 46 percent to 54 percent. This suggests that previous low ratings could be explained in part due to misunderstandings about the city's responsibilities for maintaining local roadways (see Figure 3).

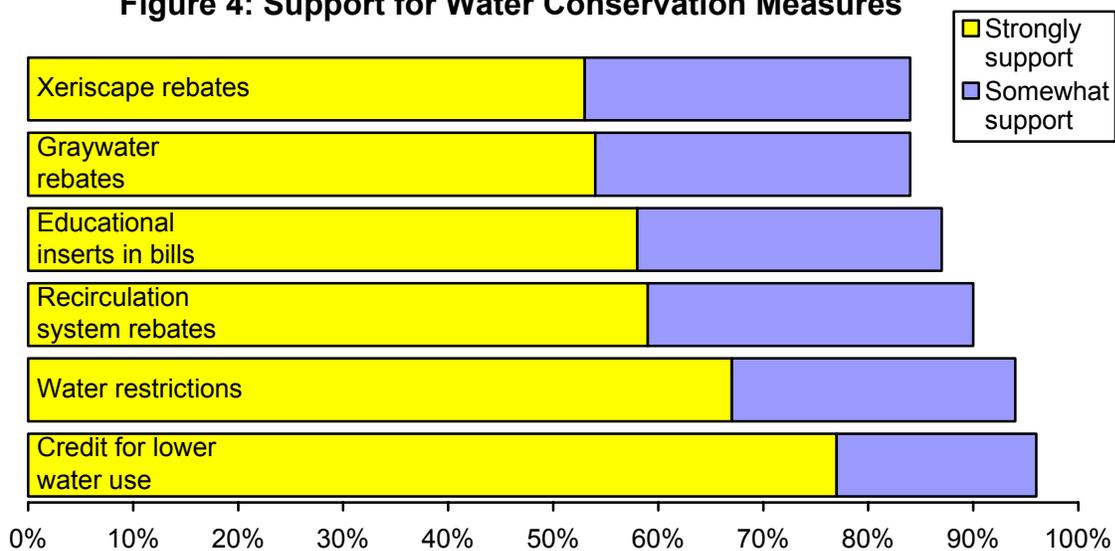
The 45 percent of respondents who continued to give “street maintenance” a “fair” or “poor” evaluation were asked to explain their main concern with city street maintenance. Twenty-seven percent of this subgroup of respondents thought that “potholes” were the biggest problem, followed by “general poor maintenance and repair of roads” (19%), and “too many improvement projects going on at the same time” (9%). A significant proportion of this subgroup of respondents mentioned traffic congestion, snow removal, or the need for new and/or redesigned roads.

Water Conservation Efforts

Respondents were asked about their support for and likelihood of participating in a variety of existing or potential water conservation measures implemented by the city of Flagstaff.

Forty-two percent of survey respondents said that they were “very likely” or “somewhat likely” to make use of the existing city toilet rebate program, which offers a rebate of up to \$100 for installing a water-saving toilet. Five percent of respondents said they had already taken advantage of the program.

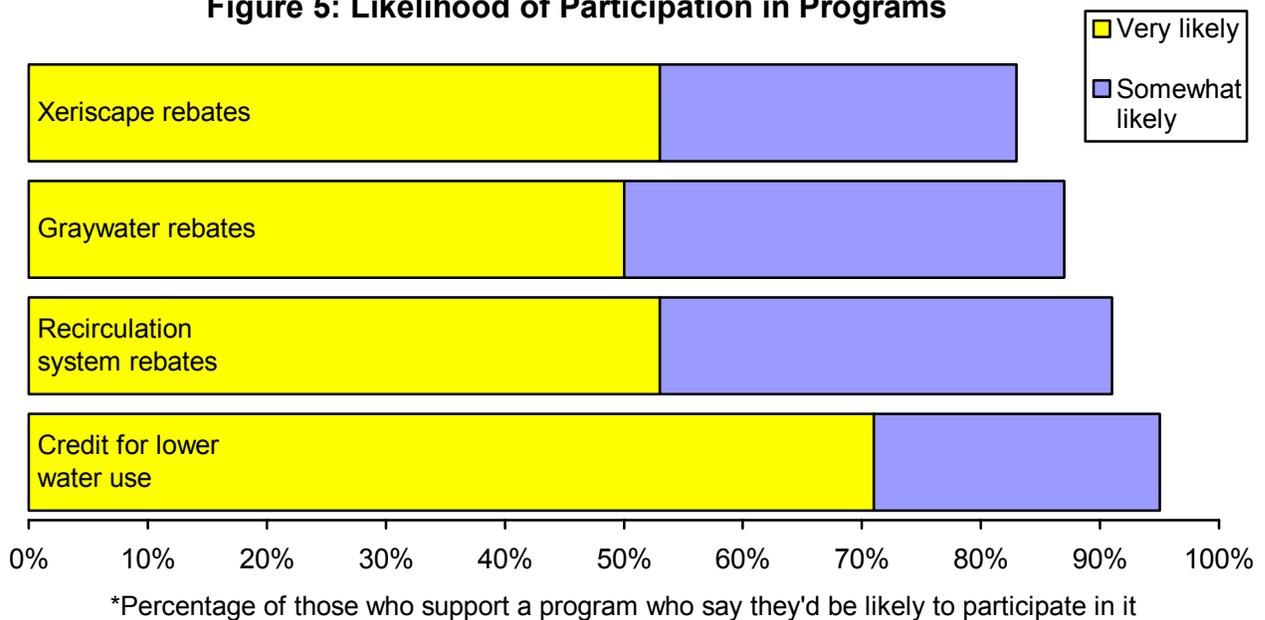
Figure 4: Support for Water Conservation Measures



Thirty-seven percent of respondents indicated that they would be “very likely” or “somewhat likely” to buy a barrel for collecting rainwater if the city were to offer such a program. A large majority (82 percent) of respondents favor strictly enforcing water restrictions by issuing monetary fines to all violators.

When presented with other possible water conservation efforts that the city could carry out, residents expressed strong levels of support for the programs, including xeriscape landscaping rebates, graywater system rebates, educational inserts in bills, hot water recirculation system rebates, water restrictions and credit for lower water use (see Figure 4). Supporters of four of these programs were asked how likely they were to participate in the programs in the event that they were offered. Great enthusiasm for taking advantage of the programs was expressed by respondents for xeriscape, graywater and hot water recirculation system rebates, and for credit for lower water use. (see Figure 5).

Figure 5: Likelihood of Participation in Programs



Finally, respondents were asked for suggestions of ways to improve water conservation efforts in Flagstaff. One hundred and seventy-nine respondents offered suggestions. The four most popular categories of suggestions made were: enforcement of water restrictions (17% of suggestions), mandating water restrictions for businesses, the city, the county, and parks (10%), public education on water conservation (9%), and expanding the use of reclaimed water (9%).

Annotated Survey

III. Annotated Survey

INTRODUCTION

Hello, my name is {STATE YOUR FIRST AND LAST NAME}, and I am calling from Northern Arizona University on behalf of the City of Flagstaff. We are not selling anything. We are calling to find out how residents feel about services provided by the City of Flagstaff. This information will be used by City officials to make important policy decisions. The survey will only take about 5 to 10 minutes to complete. Your answers are very important to us and are voluntary and confidential. I need to speak to someone who is 18 years of age or older. Would that be you or someone else?

1. Self
2. Someone else

Is now a good time to ask you a few questions?

1. Yes → (Proceed with survey)
2. No → When would be a better time to call you back? (Schedule callback)

SCREENING QUESTIONS

1. First, do you currently live within the Flagstaff city limits?

	2002	2001	2000
Yes	100% (N=400)	100% (N=410)	100% (N=418)

2. Are you a full-time or part-time resident of Flagstaff?

	2002	2001	2000
Full-time resident	97%	97%	96%
Part-time resident (primary residence)	3%	3%	4%
Total	100% (N=400)	100% (N=418)	100% (N=418)

QUALITY OF LIFE

3. In the time you've lived here, do you think Flagstaff has become a better place to live, a worse place, or has it stayed about the same?

	2002	2001	2000
Better	27%	29%	30%
Worse	19%	18%	18%
Stayed about the same	50%	47%	47%
Both better and worse	5%	6%	6%
Total	101% (N=390)	100% (N=407)	101% (N=405)

4. Over the past year, would you say that the quality of life in your neighborhood has gotten better, gotten worse, or stayed about the same?

	2002	2001	2000
Better	14%	17%	20%
Worse	15%	14%	14%
Stayed about the same	71%	69%	67%
Both better and worse	1%	1%	--
Total	101% (N=381)	101% (N=391)	101% (N=392)

5. What is one thing the City can do to most improve the quality of life in Flagstaff?

QUALITY OF LIFE SUGGESTIONS	
Better traffic flow, roads, mass transit	22%
Manage growth, zoning	10%
Improve, increase recreation and youth programs	7%
More employment, higher wages	5%
Attract more business and industry	4%
More affordable housing	4%
Improve police department / reduce crime	3%
Add more bike paths	3%
Assist elderly, children, needy, homeless	3%
Lower cost of living	2%
Improve recycling	2%
Address water issues	2%
Better snow removal	1%
Nothing / no opinion / things are fine	20%
Other (see listing below)	12%
Total	100%

Other things the City can do to most improve the quality of life in Flagstaff:

- Another movie theater.
- Balance east and west side, build extension to mall.
- Ban alcohol.
- Brighter streetlights.
- Cater to the needs of the citizens and not the tourists.
- Clean up litter everywhere.
- Convention center.
- Create more conservation policy and promoting those policies.
- Decide if they want to be a big city or a small town.
- Fire trucks need to be better maintained.
- Get rid of APS. APS is horrible up here.
- Get rid of city staff and start over.
- Get rid of the people in city hall. Get rid of the ones in the Taj Mahal building.
- Get the younger generation involved in city government, especially students.
- Improve the management of the gas and electric company.
- Improve the parking in the downtown area, especially around the library.
- Improve the visual aspect of Route 66.
- Keep a copy of flagstaff 2020 open on their desk.
- Leash law should be enforced more.
- Less interference in our daily lives.
- Lower cost of utilities and lower taxes.
- Lower residential taxes.
- Lower the cost of land.
- Make local activities more known.
- Modernization, rebuilding and remodeling old buildings, not just downtown.
- More affordable programs.
- More customer-friendly internally.
- More discussion of the issues, in a city hall type of environment..
- More programs for the high school.
- More things for families to do.
- Pay more attention to who they have in government and get rid of the do-nothings.
- Personally, my neighbor should empty his sewage line.
- Promote arts more, theatre and cultural events make public more aware of events.
- Quit listening to the church and run the city.
- Reduce the cost of new building projects.
- Some of the streets in residential areas could have more lights.
- Spend more time and money on education (books).
- Switch cable companies.
- They need to hire animal control officers, who will respond to calls.
- They should expand the city of Flagstaff.
- Training of people within their jobs.
- We need a way to even things out between poor and rich people.

CITY SERVICES

6. Now I'd like to ask you some questions about the City of Flagstaff. The City of Flagstaff is responsible for providing municipal services like police and fire protection, as well as implementing and enforcing policies for the community's well-being.

Overall, do you think the City of Flagstaff is doing an excellent, good, fair, or poor job of providing municipal services to you?

	2002	2001	2000
Excellent	24%	23%	24%
Good	55%	58%	58%
Fair	19%	15%	15%
Poor	3%	4%	4%
Total	101% (N=393)	100% (N=415)	101% (N=406)

7. Now, I will read a list of some of the municipal services that the City of Flagstaff provides to its residents. As I read each one, please rate the quality of (service name here) as excellent, good, fair, or poor. If you don't have an opinion, just tell me and I'll go on to the next one.

CITY SERVICES AND		RATING OF SERVICES					
			Good	Fair	Poor		
a. Libraries	2002	35%	56%	7%	3%	101%	N=333
	2001	37%	53%	10%	1%	101%	N=342
	2000	33%	55%	10%	2%	100%	N=339
b. Parks	2002	25%	55%	19%	2%	101%	N=377
	2001	27%	56%	15%	2%	100%	N=405
	2000	22%	58%	17%	3%	100%	N=391
c. Recreation Programs	2002	11%	50%	28%	11%	100%	N=266
	2001	14%	51%	28%	8%	101%	N=296
	2000	13%	48%	30%	9%	100%	N=287
d. Fire Department	2002	47%	48%	5%	1%	101%	N=340
	2001	50%	47%	3%	--	100%	N=347
	2000	42%	56%	3%	--	101%	N=331
e. Police Department	2002	33%	50%	11%	6%	100%	N=374
	2001	34%	45%	14%	7%	100%	N=393
	2000	31%	52%	12%	6%	101%	N=389
f. Water services	2002	17%	60%	18%	5%	100%	N=373
	2001	34%	58%	16%	3%	100%	N=392
	2000	22%	64%	12%	2%	100%	N=397
g. Sewer services	2002	16%	66%	16%	2%	100%	N=345
	2001	21%	67%	12%	1%	101%	N=362
	2000	19%	67%	12%	1%	99%	N=376
h. Garbage collection services	2002	34%	52%	11%	3%	100%	N=386
	2001	30%	60%	8%	2%	100%	N=410
	2000	29%	59%	10%	2%	100%	N=398
i. Traffic signals	2002	5%	24%	36%	35%	100%	N=395
	2001	3%	29%	33%	36%	101%	N=416
	2000	6%	32%	36%	26%	100%	N=406

j. Street maintenance	2002	7%	39%	37%	18%	101%	N=396
	2001	8%	42%	34%	17%	101%	N=415
	2000	8%	45%	35%	12%	100%	N=405
k. Snow Plowing	2002	18%	50%	22%	11%	101%	N=361
	2001	19%	49%	21%	11%	100%	N=390
	2000	12%	49%	29%	11%	101%	N=405
l. Community Arts and Cultural planning	2002	15%	53%	24%	8%	100%	N=290
	2001	17%	57%	22%	4%	100%	N=319
	2000	11%	51%	29%	9%	100%	N=313
m. Recycling Programs	2002	20%	55%	19%	6%	100%	N=361
	2001	25%	53%	17%	6%	101%	N=394
	2000	24%	56%	15%	5%	100%	N=383

8. The City of Flagstaff is not responsible for the maintenance of County and State roadways such as Milton Road, Route 66, Highways 89, 89A, 180, and Interstates 40 and 17. Now knowing this, how would you rate the quality of Flagstaff Street Maintenance?

	Percent
Excellent	9%
Good	45%
Fair	31%
Poor	14%
Total	99% (N=390)

8a. What do you see as the main problem with city street maintenance? (*This question was asked only of those who responded “fair” or “poor” to the previous question*)

	Percent
Potholes	27%
General poor condition of streets	19%
Too many improvement projects happening at once	9%
Snow removal	9%
Street cleaning	7%
Design of roads / need for new roads	5%
Traffic lights	4%
Poor water drainage from the streets	4%
Traffic congestion	3%
Timing of street repairs	3%
Lack of bicycle lanes	2%
Lane closures	2%
Other	6%
Total	100% (N=164)

WATER CONSERVATION EFFORTS

9. In order to promote water conservation, incentives such as a toilet rebate program are offered by the city. This program will reimburse 50% of the cost of replacing an old toilet with a new water-saving model. The maximum rebate is 100 dollars. How likely are you to make use of the toilet rebate program offered by the city: very likely, somewhat likely, not very likely, or not at all likely?

	Percent
Very likely	20%
Somewhat likely	22%
Not very likely	14%
Not at all likely	25%
Depends on the cost vs. benefits of the program	1%
Already made use of the program	5%
Not applicable (respondent is a renter)	13%
Total	100% (N=394)

10. Some people use barrels to collect rainwater for uses outside of the home, such as watering the garden or washing the car. If the city were to offer rain barrels for 50 dollars each, how likely are you to purchase a rain barrel from the city?

	Percent
Very likely	13%
Somewhat likely	24%
Not very likely	22%
Not at all likely	32%
Already have a rain barrel	3%
Don't have a yard or a place to put the barrel	6%
Total	100% (N=394)

11. During the recent drought, the City of Flagstaff enforced water restrictions by issuing warnings, and in some cases, misdemeanor tickets. Do you think the city should strictly enforce water restrictions by issuing monetary fines to everyone found violating water restrictions?

	Percent
Yes	82%
No	18%
Total	100% (N=386)

Now I'm going to read a list of other methods the city could use to encourage water conservation. After each method, please tell me if you strongly support, somewhat support, somewhat oppose, or strongly oppose the suggested method.

12. First, do you strongly support, somewhat support, somewhat oppose, or strongly oppose water restrictions?

	Percent
Strongly support	67%
Somewhat support	27%
Somewhat oppose	4%
Strongly oppose	2%
Total	100% (N=396)

13. What about distributing water conservation educational materials in water bills?

	Percent
Strongly Support	58%
Somewhat support	29%
Somewhat oppose	7%
Strongly oppose	5%
Total	99% (N=396)

14. How about incentives for households, such as credit for lower water use?

	Percent
Strongly support	77%
Somewhat support	19%
Somewhat oppose	2%
Strongly oppose	3%
Total	101% (N=396)

14a. How likely are you to participate in this program? (Asked only of respondents who answered “strongly support” or “somewhat support” in Q. 14)

	Percent
Very likely	71%
Somewhat likely	24%
Not very likely	3%
Not at all likely	3%
Total	101% (N=365)

15. Would you strongly support, somewhat support, somewhat oppose, or strongly oppose, rebates for converting lawns to xeriscape landscaping? Xeriscaping is water-wise landscaping that stresses proper soil preparation, efficient irrigation, and the use of water conserving plants. It means less maintenance, less water, and lower water bills.

	Percent
Strongly support	53%
Somewhat support	31%
Somewhat oppose	8%
Strongly oppose	8%
Total	100% (N=377)

15a. How likely are you to participate in this program? (Asked only of respondents who answered “strongly support” or “somewhat support” in Q.15)

	Percent
Very likely	53%
Somewhat likely	30%
Not very likely	9%
Not at all likely	8%
Total	100% (N=293)

16. What about rebates for graywater systems? Graywater is untreated household waste water which has not come into contact with toilet waste. Graywater includes used water from bathtubs, showers, sinks, and washing machines.

	Percent
Strongly support	54%
Somewhat support	30%
Somewhat oppose	7%
Strongly oppose	9%
Total	100% (N=377)

16a. How likely are you to participate in this program? (Asked only of respondents who answered “strongly support” or “somewhat support” in Q. 16)

	Percent
Very likely	50%
Somewhat likely	37%
Not very likely	6%
Not at all likely	6%
Total	99% (N=299)

17. Would you strongly support, somewhat support, somewhat oppose, or strongly oppose rebates for hot water recirculating systems? These systems recirculate hot water continuously to fixtures that use hot water so there is no waiting for cold water to clear plumbing.

	<u>Percent</u>
Strongly support	59%
Somewhat support	31%
Somewhat oppose	4%
Strongly oppose	6%
Total	100% (N=373)

17a. How likely are you to participate in this program? (Asked only of respondents who answered “strongly support” or “somewhat support” in Q. 17)

	Percent
Very likely	53%
Somewhat likely	38%
Not very likely	6%
Not at all likely	3%
Total	100% (N=321)

18. Do you have any other suggestions that would help to improve water conservation efforts in Flagstaff? Conservation efforts include further restrictions, incentives, enforcement, or citizen efforts.

	Percent
Enforcement of water restrictions	17%
Make businesses, city, county and parks comply with restrictions	10%
Educate the public	9%
Expand reclaimed water usage	9%
Provide more incentives	6%
Limit development	5%
Restrict, disallow golf courses and/or their use of reclaimed water	5%
Promote xeriscaping, discourage lawns	4%
Restrict car washing/limit to reclaimed water	4%
Implement graduated fee scale/increase cost of water	4%
Increase citizen effort/self restriction	3%
Promote graywater systems	2%
Prevent snowmaking at Snow Bowl	2%
Other	20%
Total	100% (N=179*)

*179 respondents gave a response and 221 replied “none” or “no comment.”

Other suggestions that would help to improve water conservation efforts in Flagstaff:

- Go to houses and fix all washers and leaky faucets that are around.
- Have homeowners use drip irrigation systems instead of sprinkler systems.
- Support all given suggestions.
- Discontinue reclaiming water and use the money for purifying water.
- Water collections on the roof.
- Use water barrels.
- Ridiculous to not be able to wash cars at home.
- People should pay more attention to how much water they are using.
- Other water conservation mechanisms (shower heads, faucets)
- They are doing a great job.
- You need to be wealthy to take advantage of these programs.
- Why should we be penalized for using runoff? It doesn't go into the street. The tax is unfair.
- Educate the public on water-safe faucets and showerheads and enter into an agreement with the extension service and the city for front yard water management programs.
- Build more water treatment plants.
- Info should be in Spanish too.
- Water saving toilets don't save water because you have to flush about four times. So you don't save water.
- Water saving showerheads.
- We should be allowed to wash cars in our driveways using a bucket and hose with a shutoff valve.
- A program for landlords to make sure tenants abide by the rules. Make information on water conservation available to tenants in apartments and condos.
- Should have community watch for water.
- Implement these options sooner.
- Recirculation of water.
- Make a pipeline from Lake Powell.
- Just more water pressure in the system so you are not running water as long.
- Review where the water we use goes. Flagstaff was restricted from water use when people in the valley with droughts had no restrictions.

DEMOGRAPHICS

Now I would like to ask you a few questions so that we can classify your answers.

19. How many years have you lived in Flagstaff?

	2002	2001	2000
Less than one year	8%	8%	11%
1-5 years	30%	31%	31%
6-10 years	19%	16%	15%
11-20 years	16%	20%	20%
More than 20 years	26%	26%	24%
Total	99% (N=400)	101% (N=418)	101% (N=402)

20. Do you own or rent your home?

	2002	2001	2000
Own	57%	57%	56%
Rent	41%	42%	42%
Other arrangement	2%	1%	2%
Total	99% (N=400)	100% (N=418)	100% (N=408)

21. Are you currently registered to vote in Flagstaff?

	2002	2001	2000
Yes	79%	75%	73%
No	21%	25%	27%
Total	100% (N=400)	100% (N=416)	100% (N=407)

22. In what year were you born? (*recoded into age categories*)

	2002	2001	2000
Age 18-34	39%	36%	45%
Age 35-59	43%	50%	41%
Age 60 or over	17%	14%	15%
Total	99% (N=400)	100% (N=410)	101% (N=399)

23. What is the highest grade of school or year of college that you have completed?

	2002	2001	2000
Grade school	2%	4%	4%
High school degree	14%	14%	14%
Some college / Associate's degree	38%	37%	36%
Bachelor's degree	27%	23%	31%
Post-bachelor's degree	20%	22%	17%
Total	101% (N=393)	100% (N=418)	102% (N=406)

24. Which of the following income groups includes your total family income in the past year before taxes? Tell me to stop when I read the correct category.

	2002	2001	2000
Up to \$10,000	9%	10%	9%
\$10,000 to \$25,000	18%	15%	19%
\$25,000 to \$50,000	30%	32%	32%
\$50,000 to \$75,000	21%	22%	24%
\$75,000 to \$100,000	13%	13%	9%
\$100,000 to \$150,000	7%	6%	6%
Over \$150,000	2%	3%	3%
Total	100% (N=348)	101% (N=347)	102% (N=346)

25. Do you have any children under the age of 18 living in your home?

	2002	2001	2000
Yes	38%	36%	36%
No	62%	64%	64%
Total	100% (N=394)	100% (N=418)	100% (N=405)

26. Respondent Gender

	2002	2001	2000
Female	50%	50%	50%
Male	50%	50%	50%
Total	100% (N=400)	100% (N=418)	100% (N=409)

Thank you for your time and participation in this survey. Have a nice day.

PERFORMANCE MEASUREMENT THROUGH ICMA - CPM

The ICMA Center for Performance Measurement (CPM) was created to help cities and counties obtain comparable data about the quality and efficiency of service delivery to their citizens. The City of Flagstaff joined the CPM in FY 2000. The City completes¹ the templates created and supplied by CPM on an annual basis to evaluate 14 areas within the City and then compares those areas with other cities or counties with like characteristics. The 14 areas evaluated are:

- Code Enforcement
- Facilities Management
- Fire and Emergency Medical Services
- Fleet Management
- Highways and Road Maintenance
- Housing
- Human Resources
- Information Technology
- Library Services
- Parks and Recreation
- Police Services
- Purchasing
- Refuse and Recycling
- Risk Management

Published information generally becomes available in November for the previous years' fiscal year end. For example, the published information for the data submitted for FY 2002 will be available in November 2003. The CPM provides a great deal of demographic data should a city or county need to find a 'like' comparison. The CPM also separates data responses and comparisons to cities under and over 100,000 in population.

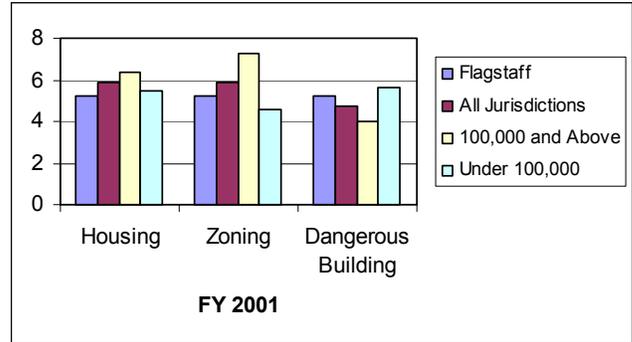
The City was recognized in the CPM publication "What Works" in two areas for data submitted in FY 2000. Those recognitions are attached for review at the end of the performance overview.

The City is becoming educated on how to better use the CPM information for both internal and external reporting as well as process improvement. The following tables illustrate information as reported for FY 2001, on one or two indicators within each area.

¹ Templates are completed in accordance with information availability. Not all sections in all templates are complete.

CODE ENFORCEMENT

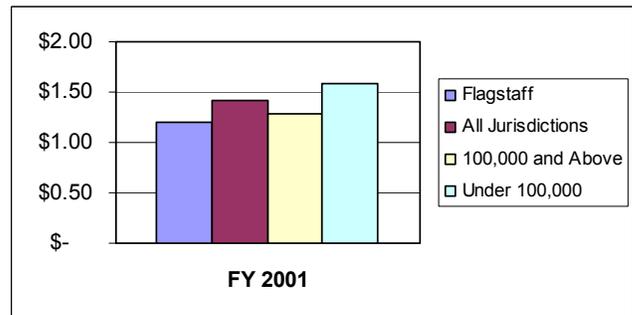
Number of Elapsed Calendar Days from First Report of Complaint Until Inspectors First Inspection



The Code Enforcement graph includes information on the average number of calendar days from first complaint report to first inspection only for housing, zoning, and dangerous building violations. An inspection is defined as the physical on-site checking or verification of complaints against established code, standards, or criteria by the City's code enforcement personnel. Some differences in time between first complaint and first inspection may be attributed to differences in state law, local ordinance, or policy that may require a jurisdiction to act upon one type of violation more rapidly than another. Flagstaff is generally comparable with all other jurisdictions.

FACILITIES MANAGEMENT

Total Custodial Expenditures per Square Foot for all Facilities

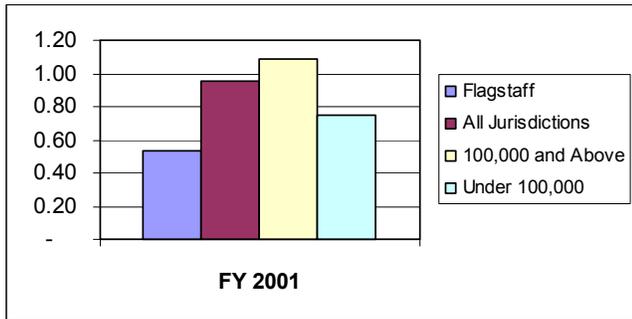


The Facilities Management graph represents per square foot costs, not total dollars expended. Some differences in calculation may exist, as some jurisdictions custodial costs are a combination of both in-house and contractual cost that is calculated through their weighted average. Also, expenditures per square foot may vary due to differing square footage maintained, overlapping square footage

maintained, or specialized services handled separately (e.g. floor buffing, window washing, etc.) Flagstaff currently reflects a slightly lower than average cost per square foot.

FIRE/EMS

Residential Structure Fires per 1,000 Population Served

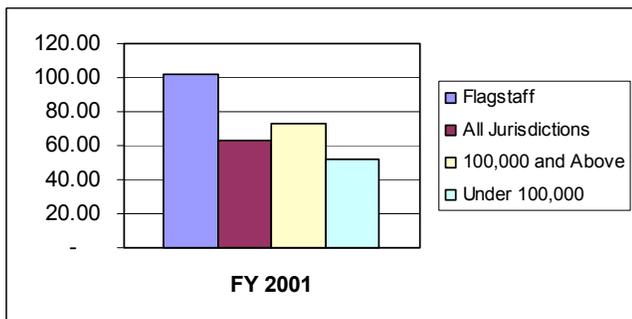


The above Fire/EMS graph includes incident information both for active fires and those in which the fire was out on arrival. Variations among jurisdictions may occur for a number of reasons including:

- The age of the housing stock assuming older structures may be more prone to electrical wiring problems and/or were constructed under less stringent fire-resistant building codes
- Population density or number of persons per room, with higher densities increasing the risk of fire
- Climatic differences, with jurisdictions experiencing more extreme heat or cold having more intensive use of heating or cooling equipment increasing the fire risk

This graph reflects that Flagstaff is significantly below other reporting entities for residential structure fires.

EMS Responses per 1000 Population Served

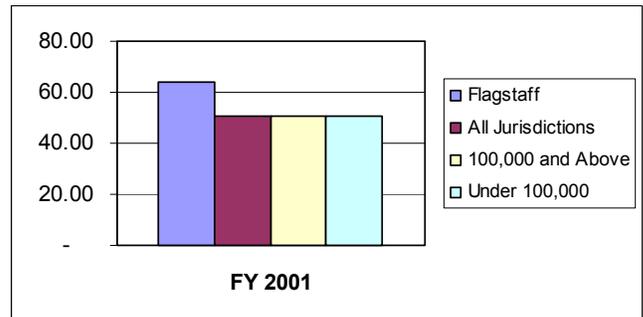


EMS responses per 1,000 population served are based on the population served for EMS. In some

jurisdictions, this differs from the population served for fire services, however the service area is the considered the same for Flagstaff. This information shown combines Basic Life Support (BLS) and Advanced Life Support (ALS) response. Per this information, the Flagstaff fire department responds to a much higher call volume than all other jurisdictions reporting. This may be attributed to our high volume tourist population and proximity to two major interstates.

FLEET MANAGEMENT

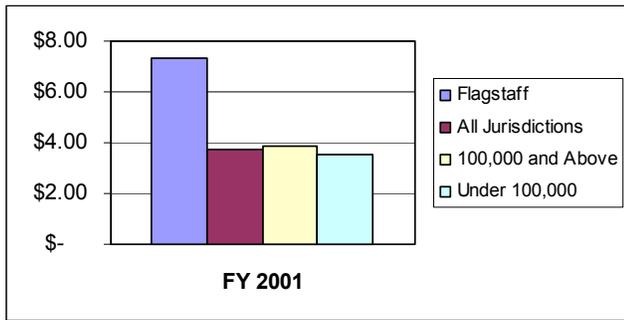
Number of Vehicles and Pieces of Equipment Maintained per Fleet Management FTE



Flagstaff mechanics have to maintain an average of 64 pieces of equipment compared to the average for other jurisdictions of 50.6. The City reports having 511 pieces of equipment, which includes police, fire, light vehicles, solid waste vehicles, and other rolling stock/heavy equipment. The mean for other jurisdictions under 100,000 population was 354 pieces of equipment. The types of vehicles and equipment maintained by a jurisdiction directly influences the number of staff hours required to service those vehicles and equipment. Some categories of vehicles (e.g. police and fire) may require more staff hours due to their constant use and need for quick turnaround. In contrast, jurisdictions with many heavy vehicles and pieces of rolling stock that are used seasonally or infrequently may maintain a larger number of vehicles and equipment per FTE.

HIGHWAYS AND ROAD MAINTENANCE

Street Sweeping Expenditures per Capita



Variations in street sweeping expenditures per capita may be attributed to differences in the types of streets swept, the number of miles each type of street is swept, and the frequency with which each type of street is swept. Climate and geography also significantly impacts sweeping schedules and expenditures, as evidenced by:

- The amount of rain received may influence the frequency with which streets need to be swept.
- The application of salt/sand/cinders may increase sweeping frequency
- The amount of fall foliage impacts both fall and spring clean up efforts in some areas.
- The amount of construction activity may increase street sweeping

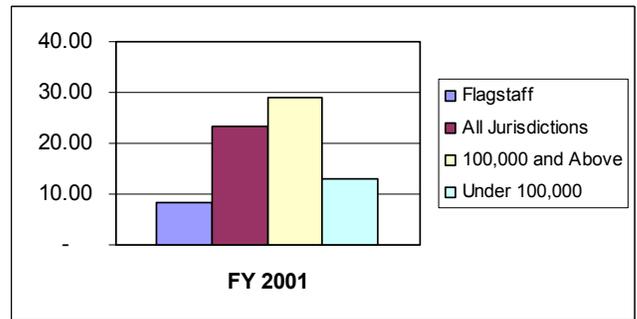
The summertime level of street sweeping for Flagstaff is:

- Immediate downtown – 5 days per week
- Main arterials – Once per week
- Collectors – Once every two weeks
- Residential – Once every two weeks.

Winter months vary due to snow removal, with the priority areas being downtown, bike lanes, and main arterials to clear cinders.

HOUSING

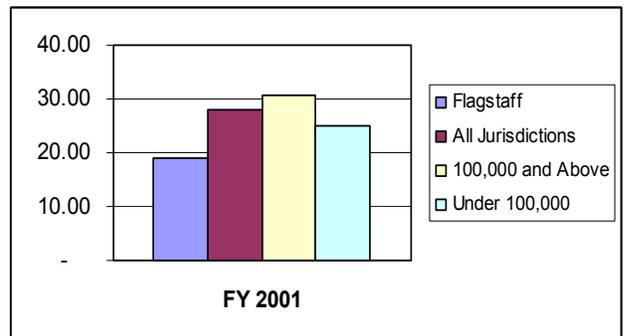
Number of Households assisted per \$100,000 of Public Financial Assistance for Home Ownership



Regional house prices influence the number of households that can be assisted with each \$100,000. Jurisdictions in regions with high housing prices are able to assist fewer households per increment than in jurisdictions with low housing prices. Flagstaff reflects a slightly lower number than other jurisdictions under 100,000.

HUMAN RESOURCES

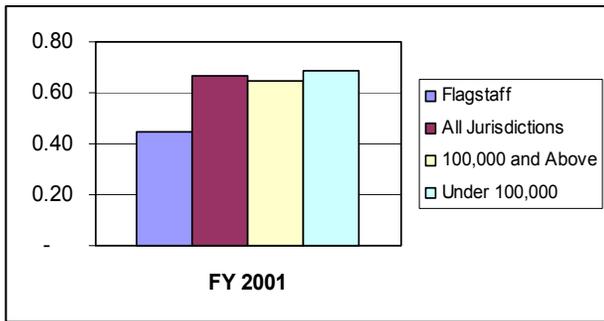
Sick Leave Hours Used per 1000 Hours Worked



Some variations among jurisdictions may be attributed to differences in sick leave policies. For example, some jurisdictions allow employees to use sick leave to care for family members who are ill, but others allow sick leave to be used only for personal illness. Other factors that may influence sick leave use include options for an employee to receive payment for unused sick leave and the ability to accumulate sick leave. Flagstaff shows a lower than average sick leave use in comparison with all other jurisdictions.

INFORMATION TECHNOLOGY

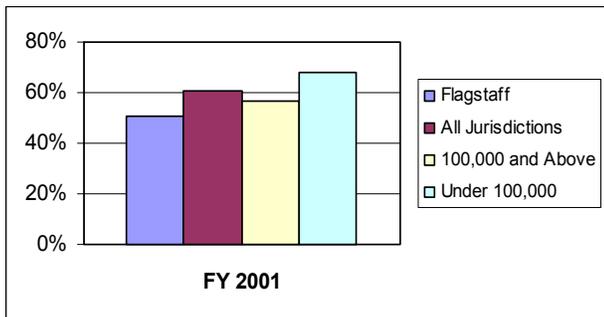
Ratio of Work Stations (Intelligent and Dumb Terminals) to Total Jurisdiction FTE's



The mean for all jurisdictions of the ratio of workstations to FTE's is 0.67 and Flagstaff has a mean of 0.45. Flagstaff had a total of 345 pieces of equipment compared to the average of 328 for other jurisdictions under 100,000.

LIBRARY

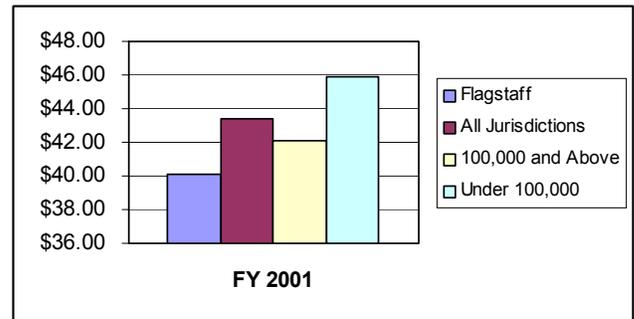
Registered Borrowers as a Percentage of Service Area Population



Some variation in the number of borrowers may be attributed to the frequency with which jurisdictions purge their borrower records. All other conditions being equal, jurisdictions that purge records frequently tend to report fewer registered borrowers than jurisdictions that purge infrequently. The City purges on a monthly basis as our service contract is based on the number of active users at the library.

Also, as Flagstaff is a City/County operation, the area of service for the library encompasses all of the Coconino County area.

Operating and Maintenance Expenditures per Registered Borrower

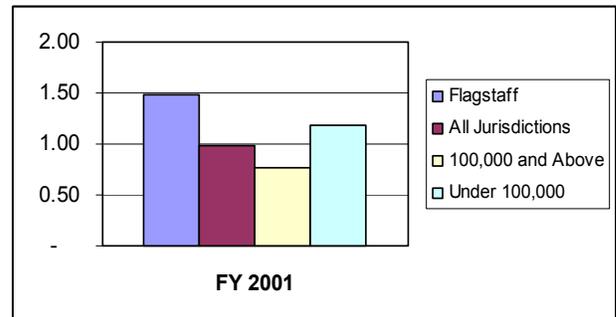


Total operating and maintenance expenditures include actual expenditures for salaries, benefits, supplies, material acquisitions, and contract services (overhead and capital improvements are excluded).

Variations in library expenditures may be attributed to differences in the number of library facilities, the hours of operation, and the size and scope of holdings and programs. Generally, Flagstaff reflects a below average cost per registered borrower.

PARKS AND RECREATION

Parks and Recreation FTE's per 1000 Population

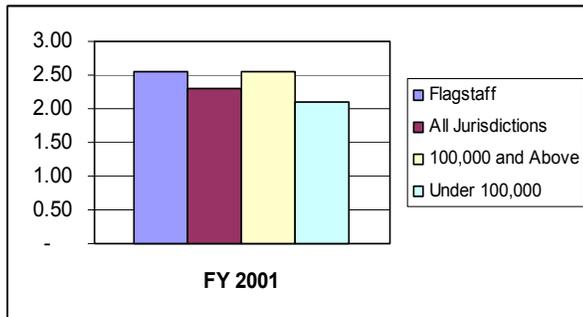


This indicator is calculated on the basis of paid staff only (excluding golf staff in those jurisdictions with golf facilities) who are employed directly by the jurisdiction. It does not include contract or volunteer staff. Therefore, differences in the availability and use of contract and volunteer staff may account for some variation among jurisdictions. The level of service provided by an adjacent jurisdiction may also influence how many staff a reporting jurisdiction employs. For example, a city located within a county that offers a wide selection of parks and recreation programs may offer fewer programs itself, and hence, employ fewer staff than the county. Additionally, some variation may be attributable to differences in the proportion of nonresidents (tourists, other day time visitors) using the jurisdiction's parks and

recreation services. This graph indicates that in FY 2001 Flagstaff had 1.5 FTE's per 1000 population to manage Parks and Recreation, while the average among other jurisdictions is approximately 1.0.

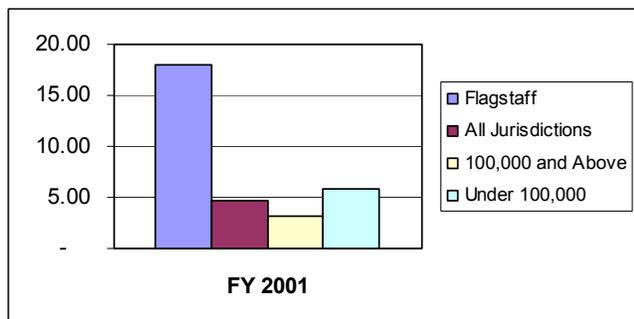
POLICE SERVICES

Sworn and Civilian FTE's per 1000 Population



Some variation among jurisdictions may be due to differences in daytime population levels. Jurisdictions that experience a large influx of commuters, tourists, or other visitors who use police services but who are not counted in the resident population may appear to have disproportionately high staffing levels when calculated on a population-unit basis. Also, some variation in staffing levels may be attributed to differences in the complement of services provided by each department or the differences among departments in the use of overtime to meet staffing needs.

DUI Arrests per 1000 Population

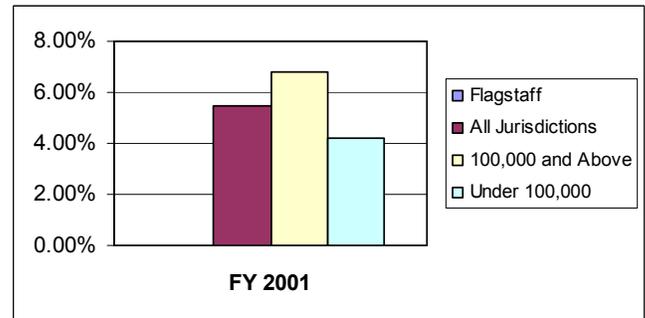


Some variation in the values reported for this indicator may be attributed to differences in state and local blood alcohol thresholds and other standards that may need to be met in order to arrest suspects for DUI offenses. Some jurisdictions suggest that the presence of a college or university within or near their boundaries contributes to the number of DUI arrests in their areas of population. Variability in daytime population populations also contributes. Both of

these factors certainly impact the number of DUI arrests that occur in our area.

PURCHASING

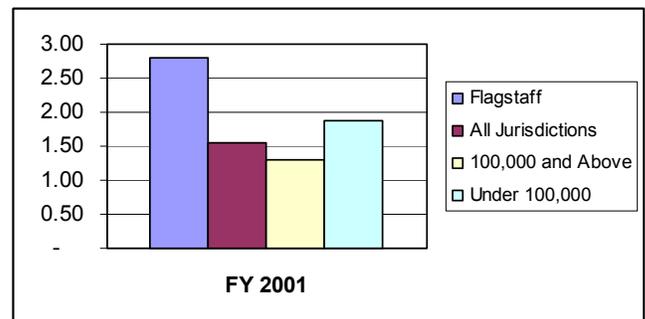
Percentage of Purchasing Conducted using Purchasing/Credit Cards



In FY 2001, the City of Flagstaff was just beginning to implement a Procurement Card (credit card) for purchases up to \$1,000 per day, \$5,000 per month. As shown by this graph, this purchasing methodology is used on the average of 5.5% across all other reporting jurisdictions for total purchasing. Dollar limits per transaction or per month/quarter influences employees' ability to make purchases with purchasing cards.

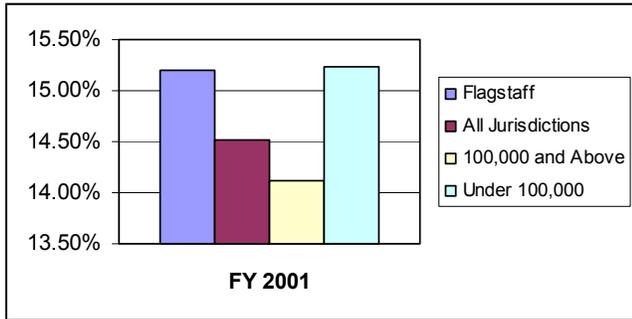
REFUSE AND RECYCLING

Average Tons of Refuse Collected per Refuse Collection Account



Some variance in tonnage collected may be due to differences in the composition of the refuse collected and from whom it is collected. For example, jurisdictions that collect bulk white goods, yard waste, and other refuse in addition to regular trash are likely to record higher tonnage values. Similarly, jurisdictions serving a high proportion of commercial and industrial customers may show greater tonnage figures than jurisdictions that serve only residential customers. The high tonnage collected in Flagstaff is influenced by all the factors previously noted.

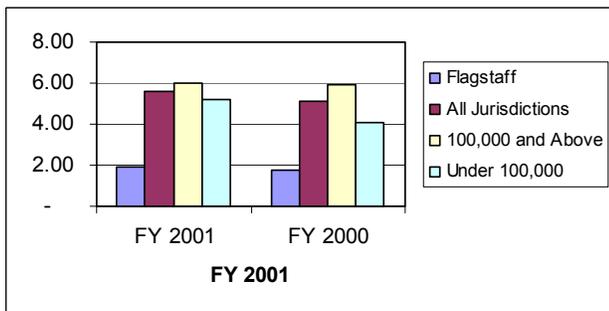
Tons of Recyclable Material Collected as a Percentage of all Refuse and Recyclable Material Collected



The types of recyclable materials collected by a jurisdiction may significantly affect the tons of recyclable material collected. For instance, a jurisdiction that includes glass pickup in addition to plastic/paper/metal could realize a greater percentage diversion. Generally, this graph indicates that most smaller communities have greater success at converting refuse in recyclables than larger communities.

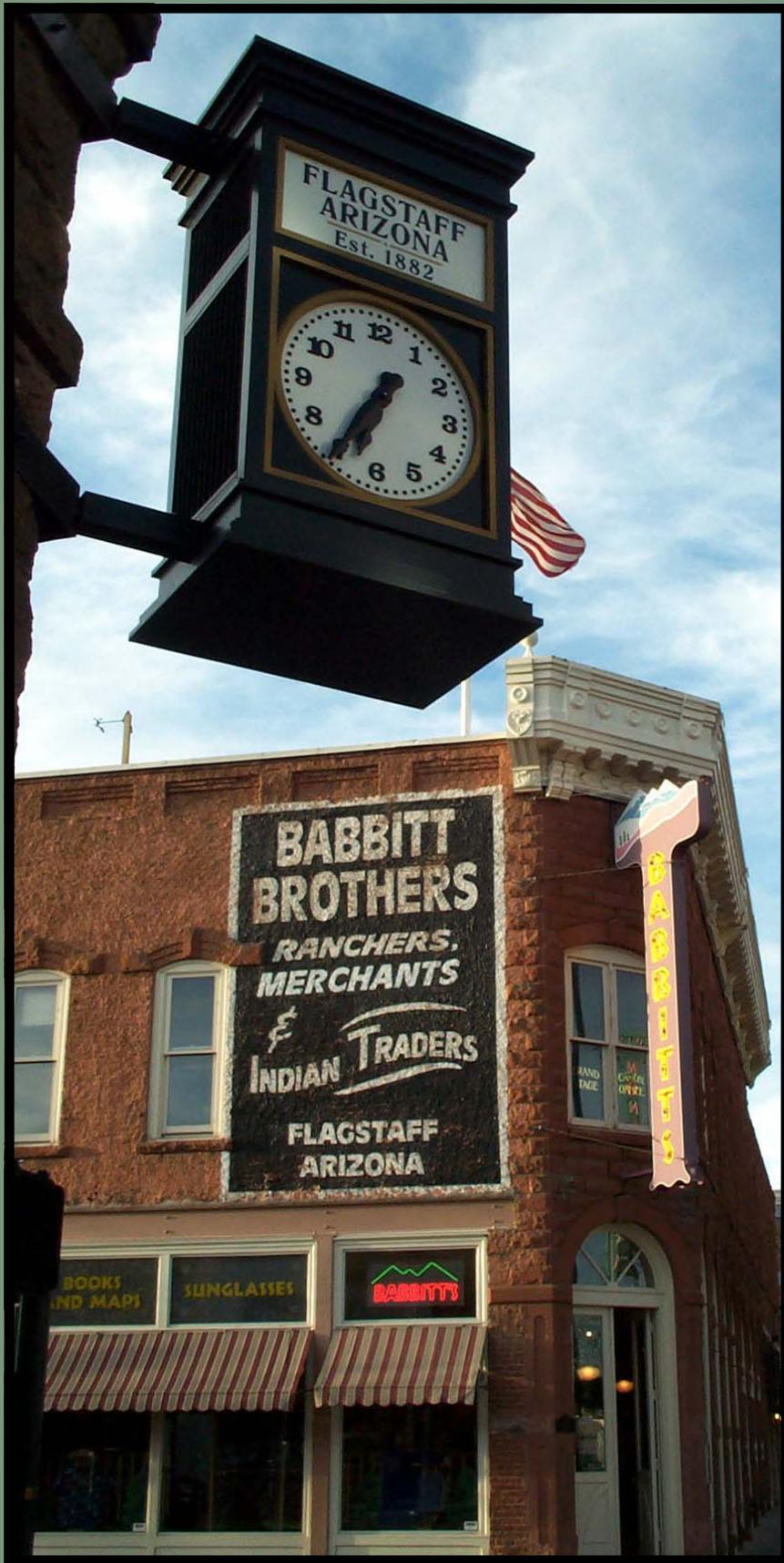
RISK MANAGEMENT

Number of Worker Days Lost per Worker's Compensation Claim



Some variation indicated in this graph may be attributed to differences in the types of operations and hazardous duties undertaken by in-house staff compared with those undertaken by contractors or other agencies. Days lost per claim can be affected by a large number of claims with no time lost. Additional variation may relate to differences in policy or statute. However, Flagstaff is so low as the City endorses a very proactive system of returning workers to the workforce as soon as possible on light duty assignments.





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